

**U.S. Department of Education**  
**Washington, D.C. 20202-5335**

**APPLICATION FOR GRANTS**  
**UNDER THE**

**Centers for International Business Education**

**CFDA # 84.220A**

**PR/Award # P220A180013**

**Grants.gov Tracking#: GRANT12650309**

OMB No. , Expiration Date:

Closing Date: Jun 13, 2018

PR/Award # P220A180013

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This application was generated using the PDF functionality. The PDF functionality automatically numbers the pages in this application. Some pages/sections of this application may contain 2 sets of page numbers, one set created by the applicant and the other set created by e-Application's PDF functionality. Page numbers created by the e-Application PDF functionality will be preceded by the letter e (for example, e1, e2, e3, etc.).

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☐ Application  
☒ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

06/12/2018

4. Applicant Identifier:

184832

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

GRANT12650268

### State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name:

University of Colorado Denver

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

846000555

\* c. Organizational DUNS:

0410963140000

### d. Address:

\* Street1:

Mail Stop F428, Anschutz Medical Campus

Street2:

Building 500, 13001 East 17th Place, Room W1124

\* City:

Aurora

County/Parish:

Adams

\* State:

CO: Colorado

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

80045-2571

### e. Organizational Unit:

Department Name:

30054--ASA-Ctr Intrntl Bus/Ed/

Division Name:

### f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Mr.

\* First Name:

Manuel

Middle Name:

\* Last Name:

Serapio

Suffix:

Jr.

Title:

Associate Professor

Organizational Affiliation:

University of Colorado Denver

\* Telephone Number:

303/315-8436

Fax Number:

\* Email:

xenia@ucdenver.edu

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## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Department of Education

### 11. Catalog of Federal Domestic Assistance Number:

84.220

CFDA Title:

Centers for International Business Education

### \* 12. Funding Opportunity Number:

ED-GRANTS-051418-001

\* Title:

Office of Postsecondary Education (OPE): Centers for International Business Education Program CFDA Number 84.220A

### 13. Competition Identification Number:

84-220A2018-1

Title:

Centers for International Business Education 84.220A

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

Areas Affected by Project\_1.pdf

Add Attachment

Delete Attachment

View Attachment

### \* 15. Descriptive Title of Applicant's Project:

University of Colorado Denver Center for International Business Education and Research (CIBER)

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

**Application for Federal Assistance SF-424****16. Congressional Districts Of:**\* a. Applicant \* b. Program/Project 

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**\* a. Start Date: \* b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="348,735.00"/>
* b. Applicant	<input type="text" value="380,810.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="729,545.00"/>

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title: \* Telephone Number:  Fax Number: \* Email: \* Signature of Authorized Representative:  \* Date Signed:

## **AREAS AFFECTED BY PROJECT**

---

*University of Colorado Denver*

### **Areas affected by CU Denver CIBER**

The city of Denver and its metropolitan areas, outreach to the state of Colorado, member states of the Rocky Mountain CIBER Network, states where Tribal Colleges and Universities are located, and the nation.

Member States of the Rocky Mountain CIBER Network:

Arizona	New Mexico
Colorado	North Dakota
Idaho	South Dakota
Montana	Utah
Nevada	Wyoming

States where Tribal Colleges and Universities are located:

Alaska	New Mexico
California	North Dakota
Arizona	Oklahoma
Kansas	South Dakota
Michigan	Washington
Minnesota	Wisconsin
Montana	Wyoming
Nebraska	

**U.S. DEPARTMENT OF EDUCATION  
BUDGET INFORMATION  
NON-CONSTRUCTION PROGRAMS**

OMB Number: 1894-0008  
Expiration Date: 08/31/2020

Name of Institution/Organization

University of Colorado Denver

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

**SECTION A - BUDGET SUMMARY  
U.S. DEPARTMENT OF EDUCATION FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	112,104.00	115,027.00	118,015.00	121,072.00		466,218.00
2. Fringe Benefits	23,599.00	24,305.00	25,031.00	25,779.00		98,714.00
3. Travel	28,750.00	22,250.00	23,750.00	15,250.00		90,000.00
4. Equipment	0.00	0.00	0.00	0.00		0.00
5. Supplies	1,500.00	1,500.00	1,500.00	1,500.00		6,000.00
6. Contractual	0.00	0.00	0.00	0.00		0.00
7. Construction	0.00	0.00	0.00	0.00		0.00
8. Other	156,950.00	158,700.00	154,450.00	159,200.00		629,300.00
9. Total Direct Costs (lines 1-8)	322,903.00	321,782.00	322,746.00	322,801.00		1,290,232.00
10. Indirect Costs*	25,832.00	25,743.00	25,820.00	25,824.00		103,219.00
11. Training Stipends	0.00	0.00	0.00	0.00		0.00
12. Total Costs (lines 9-11)	348,735.00	347,525.00	348,566.00	348,625.00		1,393,451.00

**\*Indirect Cost Information (To Be Completed by Your Business Office):**

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? ☒ Yes ☐ No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: 07/01/2016 To: 06/30/2020 (mm/dd/yyyy)

Approving Federal agency: ☐ ED ☒ Other (please specify): DHHS

The Indirect Cost Rate is 55.50 %.

(3) If this is your first Federal grant, and you do not have an approved indirect cost rate agreement, are not a State, Local government or Indian Tribe, and are not funded under a training rate program or a restricted rate program, do you want to use the de minimis rate of 10% of MTDC? ☐ Yes ☐ No If yes, you must comply with the requirements of 2 CFR § 200.414(f).

(4) If you do not have an approved indirect cost rate agreement, do you want to use the temporary rate of 10% of budgeted salaries and wages?  
☐ Yes ☐ No If yes, you must submit a proposed indirect cost rate agreement within 90 days after the date your grant is awarded, as required by 34 CFR § 75.560.

(5) For Restricted Rate Programs (check one) -- Are you using a restricted indirect cost rate that:

☐ Is included in your approved Indirect Cost Rate Agreement? Or, ☒ Complies with 34 CFR 76.564(c)(2)? The Restricted Indirect Cost Rate is 8.00 %.

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Name of Institution/Organization	Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.
University of Colorado Denver	

**SECTION B - BUDGET SUMMARY  
NON-FEDERAL FUNDS**

Budget Categories	Project Year 1 (a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	240,315.00	247,447.00	254,787.00	262,339.00		1,004,888.00
2. Fringe Benefits	73,037.00	75,227.00	77,485.00	79,808.00		305,557.00
3. Travel	1,500.00	4,500.00	750.00	1,500.00		8,250.00
4. Equipment	0.00	0.00	0.00	0.00		0.00
5. Supplies	0.00	0.00	0.00	0.00		0.00
6. Contractual	0.00	0.00	0.00	0.00		0.00
7. Construction	0.00	0.00	0.00	0.00		0.00
8. Other	37,750.00	33,000.00	28,000.00	26,500.00		125,250.00
9. Total Direct Costs (lines 1-8)	352,602.00	360,174.00	361,022.00	370,147.00		1,443,945.00
10. Indirect Costs	28,208.00	28,814.00	28,882.00	29,612.00		115,516.00
11. Training Stipends	0.00	0.00	0.00	0.00		0.00
12. Total Costs (lines 9-11)	380,810.00	388,988.00	389,904.00	399,759.00		1,559,461.00

**SECTION C - BUDGET NARRATIVE (see instructions)**

ED 524

## ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

**PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.**

**NOTE:** Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

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Prescribed by OMB Circular A-102

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9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

<b>SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL</b>	<b>TITLE</b>
Filled For Validation	PreAward Manager
<b>APPLICANT ORGANIZATION</b>	<b>DATE SUBMITTED</b>
University of Colorado Denver	06/12/2018

Standard Form 424B (Rev. 7-97) Back

# DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB

4040-0013

<b>1. * Type of Federal Action:</b> <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	<b>2. * Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. * Report Type:</b> <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name <input type="text" value="N/A"/> * Street 1 <input type="text" value="N/A"/> Street 2 <input type="text"/> * City <input type="text" value="N/A"/> State <input type="text"/> Zip <input type="text"/> Congressional District, if known: <input type="text"/>		
<b>5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime:</b>     		
<b>6. * Federal Department/Agency:</b> <input type="text" value="N/A"/>	<b>7. * Federal Program Name/Description:</b> <input type="text"/> CFDA Number, if applicable: <input type="text"/>	
<b>8. Federal Action Number, if known:</b> <input type="text"/>	<b>9. Award Amount, if known:</b> \$ <input type="text"/>	
<b>10. a. Name and Address of Lobbying Registrant:</b> Prefix <input type="text"/> * First Name <input type="text" value="N/A"/> Middle Name <input type="text"/> * Last Name <input type="text" value="N/A"/> Suffix <input type="text"/> * Street 1 <input type="text"/> Street 2 <input type="text"/> * City <input type="text"/> State <input type="text"/> Zip <input type="text"/>		
<b>b. Individual Performing Services</b> (including address if different from No. 10a) Prefix <input type="text"/> * First Name <input type="text" value="N/A"/> Middle Name <input type="text"/> * Last Name <input type="text" value="N/A"/> Suffix <input type="text"/> * Street 1 <input type="text"/> Street 2 <input type="text"/> * City <input type="text"/> State <input type="text"/> Zip <input type="text"/>		
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.  * Signature: <input type="text" value="Filled For Validation"/> * Name: Prefix <input type="text" value="Ms."/> * First Name <input type="text" value="Soumontha"/> Middle Name <input type="text"/> * Last Name <input type="text" value="Chanthaphonh"/> Suffix <input type="text"/> Title: <input type="text" value="PreAward Manager"/> Telephone No.: <input type="text" value="303-724-0090"/> Date: <input type="text" value="06/12/2018"/>		
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## NOTICE TO ALL APPLICANTS

OMB Number: 1894-0005  
Expiration Date: 04/30/2020

The purpose of this enclosure is to inform you about a new provision in the Department of Education's General Education Provisions Act (GEPA) that applies to applicants for new grant awards under Department programs. This provision is Section 427 of GEPA, enacted as part of the Improving America's Schools Act of 1994 (Public Law (P.L.) 103-382).

### To Whom Does This Provision Apply?

Section 427 of GEPA affects applicants for new grant awards under this program. **ALL APPLICANTS FOR NEW AWARDS MUST INCLUDE INFORMATION IN THEIR APPLICATIONS TO ADDRESS THIS NEW PROVISION IN ORDER TO RECEIVE FUNDING UNDER THIS PROGRAM.**

(If this program is a State-formula grant program, a State needs to provide this description only for projects or activities that it carries out with funds reserved for State-level uses. In addition, local school districts or other eligible applicants that apply to the State for funding need to provide this description in their applications to the State for funding. The State would be responsible for ensuring that the school district or other local entity has submitted a sufficient section 427 statement as described below.)

### What Does This Provision Require?

Section 427 requires each applicant for funds (other than an individual person) to include in its application a description of the steps the applicant proposes to take to ensure equitable access to, and participation in, its Federally-assisted program for students, teachers, and other program beneficiaries with special needs. This provision allows applicants discretion in developing the required description. The statute highlights six types of barriers that can impede equitable access or participation: gender, race, national origin, color, disability, or age. Based on local circumstances, you should determine whether these or other barriers may prevent your students, teachers, etc. from such access or participation in, the Federally-funded project or activity. The description in your application of steps to be taken to overcome these barriers need not be lengthy; you may provide a clear and succinct description of how you plan to address those barriers that are applicable to your circumstances. In addition, the information may be provided in a single narrative, or, if appropriate, may

be discussed in connection with related topics in the application.

Section 427 is not intended to duplicate the requirements of civil rights statutes, but rather to ensure that, in designing their projects, applicants for Federal funds address equity concerns that may affect the ability of certain potential beneficiaries to fully participate in the project and to achieve to high standards. Consistent with program requirements and its approved application, an applicant may use the Federal funds awarded to it to eliminate barriers it identifies.

### What are Examples of How an Applicant Might Satisfy the Requirement of This Provision?

The following examples may help illustrate how an applicant may comply with Section 427.

- (1) An applicant that proposes to carry out an adult literacy project serving, among others, adults with limited English proficiency, might describe in its application how it intends to distribute a brochure about the proposed project to such potential participants in their native language.
- (2) An applicant that proposes to develop instructional materials for classroom use might describe how it will make the materials available on audio tape or in braille for students who are blind.
- (3) An applicant that proposes to carry out a model science program for secondary students and is concerned that girls may be less likely than boys to enroll in the course, might indicate how it intends to conduct "outreach" efforts to girls, to encourage their enrollment.
- (4) An applicant that proposes a project to increase school safety might describe the special efforts it will take to address concern of lesbian, gay, bisexual, and transgender students, and efforts to reach out to and involve the families of LGBT students.

We recognize that many applicants may already be implementing effective steps to ensure equity of access and participation in their grant programs, and we appreciate your cooperation in responding to the requirements of this provision.

### Estimated Burden Statement for GEPA Requirements

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is required to obtain or retain benefit (Public Law 103-382). Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Education, 400 Maryland Ave., SW, Washington, DC 20210-4537 or email [ICDocketMgr@ed.gov](mailto:ICDocketMgr@ed.gov) and reference the OMB Control Number 1894-0005.

**Optional - You may attach 1 file to this page.**

Certification Forms.pdf

Add Attachment

Delete Attachment

View Attachment

CU CIBER will ensure equitable access to, and participation in, federally assisted programs for students, teachers, and other program beneficiaries with special needs. No discrimination is acceptable on the basis of gender, race, national origin, color, disability, or age.

**Access:**

The Institute for International Business (IIB) and the University of Colorado Denver (CU Denver) ensure equal access and treatment for members of groups that have traditionally been underrepresented. CU CIBER is committed to providing a diverse environment to deepen everyone's educational experience and better prepare clients to meet the world's pressing challenges. We are in full compliance with all applicable laws and regulations including GEPA, as well as all relevant university policies and regulations regarding education, employment, and contracting. Barriers that could impede equitable access and participation follow, as well as accommodations to remove these barriers.

Campus buildings are accessible to those with disabilities. In addition, the Office of Disability Resources and Services provides a comprehensive range of support services, such as for blind students, individuals are provided with lecture tapes, note takers, and special test accommodations. A large endowment to our Coleman Institute is strengthening expertise in special education, cognitive science, mechanical engineering, and genetics. All CIBER programs, both on and off campus, are held in facilities accessible to those with disabilities. For participants needing special assistance, vans are supplied when walking is difficult, companion travelers facilitate those who can't accomplish tasks on their own, microphones are used when speaker volume is an issue, and dietary specifications are followed.

Diversity is sought. Minority high school students are targeted and recruited through programs such as CU Succeed (where professors teach college courses at over 90 low-income Colorado high schools, providing an academic head start and a pipeline to CU Denver at a substantially reduced cost). In fall 2017, freshman enrollment was comprised of 59% minority students. Students from 50 states and 70 countries attend CU Denver. To ensure participation in CU CIBER programs, minority institutions are targeted and grants provided. CU CIBER has also identified the Native American population as an underserved clientele where we can make a difference, and targeted several initiatives for development.

Diversity is nurtured. All undergraduate students must take a three-hour class on cultural diversity. Equal opportunity and other specialized programs facilitate the retention of Native American, Hispanic, Asian American and African American students, including English-as-a-second-language classes. Native Americans can receive services through the Nighthorse Campbell Native Health Facility and Hispanics through the Latino/Latina Research Policy Center; Asian American students (and others) can study at the International College Beijing. Minority business students and alumni can participate in the Diverse Business Leaders Organization, Junior Black Chamber of Commerce, and the Denver Chapter of the National Society of Hispanic MBAs. Overall, 44% of CU Denver undergraduate students are minority;

## **GENERAL EDUCATION PROVISIONS ACT (GEPA) 427**

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### *University of Colorado Denver*

34% of CU Denver undergraduate degrees are conferred to minority students; 30% of CU Denver undergraduate business degrees are awarded to minority students.

Work force diversity is encouraged. 20% of CU Denver regular faculty are minority; 28% of non-faculty CU Denver staff are minority. Minority members are encouraged to excel at CU Denver through diversity grants, best practices seminars on faculty recruitment and retention, and faculty mentorship opportunities. CIBER staff, advisory council members, and business associates are selected without regard to status or disability.

Gender diversity is sought: 52% of CU Denver undergraduate students are female; 57% of graduate students are female, and 55% of regular CU Denver faculty are female.

### **Affordability:**

The cost of undergraduate and graduate programs that culminate in international business expertise as well as the cost of faculty and business programs that provide international business expertise are continually evaluated for their value and cost effectiveness with reductions made where appropriate. Scholarships are considered to enhance accessibility and ensure a diverse population.

# SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

OMB No. 1890-0014 Exp. 02/28/09

**Purpose:** The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information provided on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

**Instructions for Submitting the Survey:** If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

**Applicant's (Organization) Name:** University of Colorado Denver

**Applicant's DUNS Number:** 0410963140000

**Federal Program:** Centers for International Business Education

**CFDA Number:** 84.220A

1. Has the applicant ever received a grant or contract from the Federal government?

☒ Yes

☐ No

2. Is the applicant a faith-based organization?

☐ Yes

☒ No

3. Is the applicant a secular organization?

☐ Yes

☒ No

4. Does the applicant have 501(c)(3) status?

☒ Yes

☐ No

5. Is the applicant a local affiliate of a national organization?

☐ Yes

☒ No

6. How many full-time equivalent employees does the applicant have? (*Check only one box.*)

☐ 3 or Fewer

☐ 15-50

☐ 4-5

☐ 51-100

☐ 6-14

☒ over 100

7. What is the size of the applicant's annual budget?  
(*Check only one box.*)

☐ Less Than \$150,000

☐ \$150,000 - \$299,999

☐ \$300,000 - \$499,999

☐ \$500,000 - \$999,999

☐ \$1,000,000 - \$4,999,999

☒ \$5,000,000 or more

## **Survey Instructions on Ensuring Equal Opportunity for Applicants**

**Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.**

1. Self-explanatory.
2. Self-identify.
3. Self-identify.
4. 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.
5. Self-explanatory.
6. For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.
7. Annual budget means the amount of money your organization spends each year on all of its activities.

### **Paperwork Burden Statement**

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1890-0014. The time required to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. **If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to:** The Agency Contact listed in this grant application package.

OMB No. 1890-0014 Exp. 02/28/09

## Certification of Eligibility for Federal Assistance in Certain Programs

I understand that 34 CFR 75.60, 75.61, and 75.62 require that I make specific certifications of eligibility to the U.S. Department of Education (ED) as a condition of applying for Federal funds in certain programs and that these requirements are in addition to any other eligibility requirements that ED imposes under program regulations. Under 34 CFR 75.60 – 75.62:

I. I certify that:

A. I do not owe a debt, or I am current in repaying a debt, or I am not in default (as that term is used at 34 CFR Part 668) on a debt:

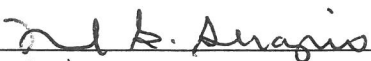
1. To the Federal Government under a nonprocurement transaction (e.g., a previous loan, scholarship, grant, or cooperative agreement); or
2. For a fellowship, scholarship, stipend, discretionary grant, or loan in any program of ED that is subject to 34 CFR 75.60, 75.61, and 75.62, including:
  - Federal Pell Grant Program (20 U.S.C. 1070a, et seq.);
  - Federal Supplemental Educational Opportunity Grant (SEOG) Program (20 U.S.C. 1070(b), et seq.);
  - State Student Incentive Grant Program (SSIG) 20 U.S.C. 1070c, et seq.);
  - Federal Perkins Loan Program (20 U.S.C. 1087aa, et seq.);
  - Income Contingent Direct Loan Demonstration Project (20 U.S.C. 1087a, note);
  - Federal Stafford Loan Program, Federal Supplemental Loans for Students [SLS], Federal PLUS, or Federal Consolidation Loan Program (20 U.S.C. 1071, et seq.);
  - William D. Ford Federal Direct Loan Program (20 U.S.C. 1087a, et seq.);
  - Cuban Student Loan Program (20 U.S.C. 2601, et seq.);
  - Robert C. Byrd Honors Scholarship Program (20 U.S.C. 1070d-31, et seq.);
  - Jacob K. Javits Fellows Program (20 U.S.C. 1134h-1134l);
  - Patricia Roberts Harris Fellowship Program (20 U.S.C. 1134d-1134g);
  - Christa McAuliffe Fellowship Program (20 U.S.C. 1105-1105i);
  - Bilingual Education Fellowship Program (20 U.S.C. 3221-3262);
  - Rehabilitation Long-Term Training Program (29 U.S.C. 774(b));
  - Paul Douglas Teacher Scholarship Program (20 U.S.C. 1104, et seq.);
  - Law Enforcement Education Program (42 U.S.C. 3775);
  - Indian Fellowship Program (29 U.S.C. 774(b));
  - Teacher Quality Enhancement Grants Program (20 U.S.C. 1021, et seq.);

OR

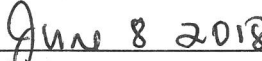
B. I have made arrangements satisfactory to ED to repay a debt as described in A.1. or A.2. (above) on which I had not been current in repaying or on which I was in default (as that term is used in 34 CFR Part 668).

II. I certify also that I have not been declared by a judge, as a condition of sentencing under section 5301 of the Anti-Drug Abuse Act of 1988 (21 U.S.C. 862), ineligible to receive Federal assistance for the period of this requested funding.

I understand that providing a false certification to any of the statements above makes me liable for repayment to ED for funds received on the basis of this certification, for civil penalties, and for criminal prosecution under 18 U.S.C. 1001.

  
(Signature)

Dr. Manuel Serapio  
(typed or printed name)

  
(Date)

Name or number of ED program under which this certification is being made: Centers for International Business Education

ED 80-0016 (Revised 2/01)

## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

#### \* APPLICANT'S ORGANIZATION

University of Colorado Denver

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Ms. \* First Name: Soumontha Middle Name:   
\* Last Name: Chanthaphonh Suffix:   
\* Title: PreAward Manager

\* SIGNATURE: Filled For Validation

\* DATE: 06/12/2018

U.S. DEPARTMENT OF EDUCATION  
SUPPLEMENTAL INFORMATION  
FOR THE SF-424

OMB Number: 1894-0007  
Expiration Date: 09/30/2020

**1. Project Director:**

Prefix:	First Name:	Middle Name:	Last Name:	Suffix:
Dr.	Manuel		Serapio	

Address:

Street1:	1475 Lawrence Street
Street2:	Suite 300
City:	Denver
County:	
State:	CO: Colorado
Zip Code:	80202
Country:	USA: UNITED STATES

Phone Number (give area code)	Fax Number (give area code)
303-315-8436	303-315-8881

Email Address:

Manuel.Serapio@ucdenver.edu

**2. Novice Applicant:**

Are you a novice applicant as defined in the regulations in 34 CFR 75.225 (and included in the definitions page in the attached instructions)?

☐ Yes ☐ No ☒ Not applicable to this program

**3. Human Subjects Research:**

a. Are any research activities involving human subjects planned at any time during the proposed Project Period?

☐ Yes ☒ No

b. Are ALL the research activities proposed designated to be exempt from the regulations?

☐ Yes Provide Exemption(s) #: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6

☐ No Provide Assurance #, if available:

c. If applicable, please attach your "Exempt Research" or "Nonexempt Research" narrative to this form as indicated in the definitions page in the attached instructions.

	Add Attachment	Delete Attachment	View Attachment
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## Abstract

The abstract narrative must not exceed one page and should use language that will be understood by a range of audiences. For all projects, include the project title (if applicable), goals, expected outcomes and contributions for research, policy, practice, etc. Include population to be served, as appropriate. For research applications, also include the following:

- Theoretical and conceptual background of the study (i.e., prior research that this investigation builds upon and that provides a compelling rationale for this study)
- Research issues, hypotheses and questions being addressed
- Study design including a brief description of the sample including sample size, methods, principals dependent, independent, and control variables, and the approach to data analysis.

[Note: For a non-electronic submission, include the name and address of your organization and the name, phone number and e-mail address of the contact person for this project.]

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## You may now Close the Form

**You have attached 1 file to this page, no more files may be added. To add a different file, you must first delete the existing file.**

\* Attachment:

[Add Attachment](#)

[Delete Attachment](#)

[View Attachment](#)

## ABSTRACT

### University of Colorado Denver CIBER

Manuel G. Serapio, PhD, Faculty Director

303-315-8888 • manuel.serapio@ucdenver.edu

The University of Colorado Denver CIBER (CU CIBER) is requesting funding for the 2018-2022 grant cycle to continue operating a CIBER and to have a significant, sustainable, and wide-ranging impact on international business (IB) education, foreign language education, and US global competitiveness. CU CIBER's proposed 45 activities are designed to fulfill the goals and objectives of Title VIB and the US Department of Education's Competitive Preference Priority One, Competitive Preference Priority Two, and Invitational Priority.

CU CIBER is well positioned to implement its 45 proposed activities. It has built an exemplary record of national accomplishments as a CIBER. CU Denver has committed more than \$1.5 million in matching funds for the upcoming four-year grant cycle, including monies from the Office of the Provost and co-sponsorships from corporate and academic partners to supplement the federal investment and support the implementation of CU CIBER activities.

During the new grant cycle, CU CIBER will focus on providing significant and high-impact contributions in five major areas of opportunity in IB education.

- 1) **We will prepare students for IB jobs and careers in the digital global economy.** CU CIBER proposes several educational and business collaboration activities to provide students with the knowledge and skills to work in an increasingly dynamic, digital global economy. Among other activities, we will develop a pioneering IB Specialization in Global E-Commerce to provide graduates with the competencies to manage enterprises engaged in cross-border e-commerce.
- 2) **We will examine disruption in IB and show how US companies can extract opportunities from this disruption.** We have proposed several initiatives to enhance IB practitioners and US companies' understanding of disruption and its impact on IB operations. Among others, CU CIBER will host a symposium on Blockchain in the Commodities Global Supply Chain, a Global Research Collaboratory on Rethinking Work in the Digital Global Economy, and webcasts on Trade Challenges in the Changing Global Economy.
- 3) **We will leverage CU CIBER's distinctive strength in the field of international entrepreneurship and expand its teaching, research and practice.** We have proposed multiple faculty, student, and professional development activities to foster the internationalization of entrepreneurial firms and create jobs.
- 4) **We will serve constituents who are underserved and stand to benefit the most from the CIBER program.** To this end, CU CIBER will implement CIBERVets, a program to help veterans transition to IB jobs and careers, as well as a partnership with the American Indian Higher Education Center to help 38 Tribal Colleges and Universities internationalize their business curricula. In addition, CU CIBER will leverage its network of 45 universities and community colleges in 10 western states to advance IB education in the region.
- 5) **We will develop educational models to facilitate long-term, relational, and continuous learning in IB.** We are excited to propose two unique programs for long-term and continuous learning in IB: the CU CIBER Subscription Program and IB Fellows Program. In an age of dynamic, digital and disruptive globalization, programs that help practitioners fully understand rapid developments in IB will only increase in importance. We are eager to propose these programs as national, signature initiatives for the overall CIBER program.

## Project Narrative File(s)

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\* **Mandatory Project Narrative File Filename:**

Add Mandatory Project Narrative File

Delete Mandatory Project Narrative File

View Mandatory Project Narrative File

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To add more Project Narrative File attachments, please use the attachment buttons below.

Add Optional Project Narrative File

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## **1. MEETING THE PURPOSE OF THE AUTHORIZING STATUTE**

### **A. INTRODUCTION**

The University of Colorado Denver CIBER (CU CIBER) requests funding for the 2018-2022 grant cycle and re-designation as a CIBER to have a broad, significant, and sustainable impact on international business (IB) education, foreign language education, and US global competitiveness. CU CIBER proposes 45 activities designed to achieve the Purpose and Objectives of Sections 611(b) and 612 (a, c) of Title VI, and to advance the US Department of Education's (ED) 2018 Competitive Preference Priorities and Invitational Priority.

### **B. CU CIBER: SEIZING THE FIVE NEW OPPORTUNITIES IN IB EDUCATION**

CU CIBER proposes to advance IB education and US global competitiveness through an ambitious program of 45 educational, research, and outreach activities. At CU CIBER, we call this "Seizing the Five New Opportunities in International Business Education."

**1) Digital Globalization:** Digital globalization is dramatically transforming how business is conducted across borders and affording new opportunities for US companies to engage in IB. McKinsey Global Institute notes that "the shift to a more digital form of globalization changes who is participating, how business is done across borders, and where the economic benefits are flowing."<sup>1</sup> CU CIBER proposes several programs that will prepare our students, IB practitioners, and US companies to compete effectively in this increasingly digital global economy.

**2) Disruption:** Technological disruption is increasingly common and is altering how businesses and entire industries operate across borders. Another form of disruption is also taking place on the geopolitical front, where established political, trade, and economic alliances are being challenged. CU CIBER's proposed programs will show stakeholders how to extract opportunities from these myriad disruptions—whether that means rethinking traditional ways of

working or equipping companies with the practical knowledge they need in order to be simultaneously resilient and adaptable.

**3) International Entrepreneurship:** To be effective in today's dynamic, digital, and disruptive global economy, IB practitioners—within new ventures as well as established companies—must be alert to international opportunities and highly skilled in rallying resources to create future goods and services. In our proposal, we feature multiple activities that will prepare IB students to think and act more entrepreneurially and strengthen international entrepreneurial companies' contributions in increasing US exports, jobs, and competitiveness.

**4) Inclusion:** While the long-anticipated economic recovery is finally taking root, the world faces growing tensions between globalization and populism. More than ever, CIBERs should ensure that they reach and benefit a broader populace, serving the underserved and those that stand to benefit the most from CIBER programs. CU CIBER has a key role to play in this regard given its broad reach in the Rocky Mountain region and partnerships with Minority Serving Institutions, community colleges, and Tribal Colleges and Universities. In addition, CU CIBER will facilitate significant transitions for veterans and military students to professional careers in IB.

**5) Long-Term, Relational, and Continuous Learning in IB:** In today's dynamic world, transaction-based and duration-defined learning delivery models (such as four-year undergraduate degrees and two-year graduate programs) remain important and necessary but are no longer sufficient. CU CIBER proposes new models of IB education that will enhance traditional delivery models, such as a CU CIBER Subscription Program, Global HR Learning at Lynda.com, and an IB Fellows Program that will provide CU's alumni students and practitioners with continuous learning opportunities to stay current with developments in IB and related fields.

**C. CU CIBER AND COLORADO'S ADVANTAGES**

CU CIBER has the vision, commitment, expertise, and track record to serve as a national resource for IB education and to implement its proposed 45 activities. This proposal is built on the position and resources of the University of Colorado, a top 25 public research university in the US and one of 35 public university members of the Association of American Universities. In 2017, CU received research funding in excess of \$1 billion, including \$636 million in federal funding, and was one of the top 10 recipients of federal educational and research grants.

CU CIBER has built a national reputation for exemplary accomplishments in IB education (See Attachment [Att] III-7 CU Capacity). CU CIBER is a key part of the Institute for International Business (IIB), a university-wide education resource for more than 65,000 CU students. Established in 1988, the IIB is strongly supported by CU Denver's Provost and Vice Chancellor for Academic and Students Affairs. This structure has been instrumental in CIBER's success in facilitating multidisciplinary and cross-campus collaboration.

CU CIBER's Denver location is pivotal. In 2017, Colorado was ranked by the *US News & World Report* as the strongest state economy. During that time, it experienced the 3<sup>rd</sup> highest population in-migration and 3<sup>rd</sup> fastest employment growth nationwide. Colorado is a hub for digital globalization and entrepreneurship. It is one of the top knowledge-based economies in the US with one-quarter of its economy driven by advanced industries. It ranks 3<sup>rd</sup> in high tech workers per capita, 4<sup>th</sup> in the number of federal laboratories, 5<sup>th</sup> in innovation in the US, has the 2<sup>nd</sup> largest aerospace industry, and is a hub for global satellite and cable companies. Three Colorado cities—Boulder, Denver, and Fort Collins—placed in the top 10 among metro areas for entrepreneurs (See Att III-8: Colorado's Advantages). In this age of digital globalization, Denver is an important hub for global business and a strategic location for a CIBER.

**D. CU CIBER ACTIVITIES MEET STATUTE OBJECTIVES AND PRIORITIES**

CU CIBER has strategically planned 45 new activities (noted by “A”) to meet the Purpose and Objectives of the Title VIB Statutes and ED’s Competitive Preference Priorities and Invitational Priority. Tables A & B below identify which activities meet each Statutes objective, the two Competitive Preference Priorities, and one Invitational Priority, respectively.

<b>TABLE A: ACTIVITIES MEET FEDERAL STATUTE OBJECTIVES</b>	
<b>OBJECTIVES OF FEDERAL STATUTES</b>	<b>CU CIBER ACTIVITIES</b>
<i>Achieves the Broad Objectives of Section 611(b) by providing international education and training that will contribute to US competitiveness in an international economy</i>	Education: A1, A2, A3, A4, A5, A6, A7, A8, A10, A11, A12, A13, A17 Research: A18, A19, A20, A26, A27 Outreach: A31, A32, A33, A34, A35, A36, A39, A40, A43, A44
<i>Promotes the Purpose of Section 612(a) including serving as a national &amp; regional teaching resource for IB, language, and culture, and providing international trade and training</i>	Education: A1, A2, A3, A4, A5, A6, A7, A8, A11, A12, A13, A14, A15, A16, A17 Research: A21, A25, A26, A28, A29, A30 Outreach: A31, A33, A37, A38, A39, A40, A42, A44, A45
<i>Fulfills Mandatory Activities in Section 612(c)(1) including interdisciplinary programs for students, faculty, and businesses</i>	Education: A1, A2, A3, A4, A5, A8, A9, A11, A12, A13, A17 Research: A18, A19, A20, A21 Outreach: A31, A32, A33, A34, A35, A36, A39, A40, A41
<i>Fulfills Permissible Activities in Section 612(c)(2) including overseas programs, summer institutes, and outreach programs</i>	Education: A1, A2, A3, A4, A5, A6, A7, A8, A9, A10, A11, A12, A13, A17 Research: A18, A19, A20 Outreach: A31, A32, A33, A34, A35, A36, A39, A40, A41
See Att III-2 Activities Meet Statute Purpose and Programs, and Grant Priorities.	

<b>TABLE B: ACTIVITIES MEET PRIORITIES</b>	
<b>COMPETITIVE PRIORITIES</b>	<b>CU CIBER ACTIVITIES</b>
Competitive Priority One: <i>Collaboration to expand employment opportunities with internships and work study</i>	Education: A1, A2, A3, A4, A11, A12, A13 Research: A18, A19, A20 Outreach: A32, A33, A35, A43, A44
Competitive Priority Two: <i>Collaboration with Minority Serving Institutions or Community Colleges</i>	Education: A3, A7, A8, A9 Research: A28, A29, A30 Outreach: A31, A33, A34, A37, A38, A39, A40, A42, A45
See Narrative Sections 8 and 9, Att III-9 Competitive Priority #1, Att III-10 Competitive Priority #2.	
<b>INVITATIONAL PRIORITIES</b>	<b>CU CIBER ACTIVITIES</b>
Invitational Priority: <i>Collaborative activities focused on language instruction, or testing and assessment for IB professionals</i>	Education: A3, A11, A13, A14, A15, A16 Research: A29 Outreach: A37, A38
See Att III-11 Invitational Priority	

**E. CU CIBER ACTIVITIES MEET PROGRAM OBJECTIVES**

CU CIBER objectives are organized in the program areas of education, research, and outreach, and are designed to be innovative, interdisciplinary, and impactful.

**Education Objective** (Activities A1-A17): Implement innovative academic activities that prepare students for IB and export jobs, promote continuous learning for current and future IB practitioners, and advance the competitiveness of US firms in today's dynamic global economy.

**Research Objective** (Activities A18-A30): Promote interdisciplinary and theory-based international research alongside strategic practical applications in order to improve IB education and enhance US entrepreneurs and business leaders' understanding of the opportunities and challenges from IB in general and digital globalization in particular.

**Outreach Objective** (Activities A31-A45): Provide innovative IB, culture, and foreign language conferences, symposia, and development workshops to meet the education and training needs of executives, trade practitioners, faculty, and other professionals.

**F. PROPOSED PROGRAMS FOR THE 2018-2022 PERIOD**

CU CIBER is proposing 45 activities (17 education, 13 research, 15 outreach) to achieve the Purpose and Objectives of Title VIB, the Competitive and Invitational Priorities, and the Program Objectives. Each activity has a designated leader noted in parentheses. To extend the funds requested from ED, CU CIBER will utilize non-CIBER funding to conduct additional initiatives that enhance and expand the value of the 45 activities.

**ACTIVITIES THAT MEET THE EDUCATION OBJECTIVE**

**A1: Master of Science in International Business (MSIB) Specialization in Global E-Commerce** (Dr. Serapio, Dr. Karimi) *Objective: To increase students' knowledge of global e-commerce and enhance their competencies in managing enterprises engaged in cross-border e-*

*commerce*. Cross-border e-commerce is projected to continue its significant growth and will account for about 20 percent of the US\$2 trillion+ worldwide e-commerce market by 2020.<sup>2</sup> As US companies and exporters capitalize on this growth, there will be increased demand for IB and business graduates with global e-commerce expertise.

CU CIBER will support the development of a new Global E-Commerce Specialization that will prepare Colorado and US students to gain jobs in exporting and global e-commerce. This CU Denver Business School specialization will feature courses on key frameworks and practices in cross-border e-commerce: IB Environment in the Digitized Economy (e.g., Global Sharing Economy), Management and Operations of the Global E-Business Enterprise (e.g., Global Buy, Global Transport, Global Pay), and Emerging Technologies Driving E-Commerce (e.g., Blockchain and Global Trade Digitization). The specialization will also include an action-learning component in which students gain hands-on experience in global e-commerce by participating in an international field study, a training workshop, or both (see A2 below).

CU CIBER and the MSIB program aim to develop a global e-commerce program that will serve as a model for other academic programs in the US. To ensure program relevance, CU CIBER will convene a working group of e-commerce professionals to collaborate with faculty on program design, implementation, and improvement (See Att IV-5 Key Business Support). In addition, MSIB faculty teaching in the program will attend development workshops on global e-commerce including an intensive, invitation-only workshop in China co-hosted by Alibaba as well as an e-commerce conference hosted by Hong Kong's Trade Development Council.

**A2: Global E-Commerce Learning: International Field Study and Training Workshop** (Dr. Liu, Mr. Chen) *Objective: To provide students in IB, entrepreneurship, and related disciplines the opportunity to gain practical knowledge of global e-commerce through participation in an*

*international field study and/or a training workshop.* CU CIBER will organize a MayMester international field study to Hangzhou, China. Hangzhou has emerged as one of the world's dynamic capitals for global e-commerce. In partnership with Zhejiang Gongshang University's E-Business Program and multiple global e-commerce companies in Hangzhou, CU CIBER's field study will provide students the opportunity for in-depth visits to leading e-commerce firms to gain insights on product, market, and technology innovation in the global e-commerce space.

Students wishing to further their studies can extend their stay and participate in a summer-long training workshop at a leading e-commerce company in Hangzhou. Alternatively, students can intern in the US with an IIB partner company.

**A3: CIBERVets Program for Veterans and Military Students** (Ms. Vega, Mr. Browne)

*Objective: To provide multiple avenues for veterans and military students to pursue studies in IB.* CU Denver has developed the Boots to Suits Professional Development Program (Boots to Suits), a nationally recognized program to assist veterans and military students (VMS) to transition to professional careers. For the segment of the VMS population that seeks to pursue studies in IB, CU CIBER has developed CIBERVets. CIBERVets complements and supplements the Boots to Suits program by offering access to IB programs, courses, mentorships, and internships. To date, CU CIBER has engaged 80+ VMS in the CU Denver Business School in CIBERVets and will extend it to other colleges at CU Denver and the other CU campuses.

Most VMS in Colorado community colleges (CC) have limited access to educational resources in IB. To address this gap, CU CIBER will participate in Transfer Fairs to familiarize VMS from CCs with CIBERVets and international opportunities at CU. CU CIBER will also invite VMS from CCs to CIBERVets events, such as IB lectures and networking events.

**A4: IB Career Choice for Veterans and Military Students** (Ms. Vega, Mr. Becker) *Objective:*

*To prepare veterans and military students in undergraduate and graduate business programs to pursue careers in global supply chain and logistics. We have learned that a significant segment of the VMS CIBERVets community has expressed strong interest in pursuing operations jobs, particularly careers in global supply chain and logistics. CIBERVets will prepare these students for careers in these areas through a systematic combination of focused courses, projects, mentorships, internships, NASBITE Certified Global Business Professional credentialing, and participation in student learning activities organized by the Denver Transportation Club, a national network of specialists in global supply chain.*

**A5: CU CIBER Subscription Program in IB** (Dr. Serapio, Mr. Hamilton-Archer) *Objective:*

*To engage business practitioners and CU Executive MBA (EMBA) graduates in long-term and continuous learning of IB through a new subscription program. Several aspects of IB learning require continuous updates—particularly those relating to the changing context of the global business environment and its operations. As a CIBER, CU’s IIB is well positioned to engage CU’s graduates in a journey of continuous learning in global business. The subscription model that we are proposing provides continuous and timely learning in IB, serves as an excellent complement to our degrees, and helps us forge a long-term partnership with our graduates.*

In Yr1 CU CIBER will pilot the subscription model with CU’s EMBA program, a collaborative offering of CU’s four campuses. The subscription will give EMBA graduates live or virtual access to multiple IB offerings, including CU EMBA’s Changing Global Context of Business, a two-day bi-annual workshop that features country briefings, risk assessment sessions, and selected topics (e.g., Brexit). The subscription will also provide graduates priority access to CU EMBA’s International Field Study which includes four trips per year and a subscription pass to attend up to five IIB International Executive Roundtable lectures per year.

CU Denver's Chancellor and Provost have tasked the IIB and CU CIBER to work with various operating units of the university (e.g., colleges, alumni relations, extended studies) in designing the subscription program, developing a sustainable business model, and expanding its offering to other academic programs (e.g., Professional MBA) and to CU's business partners in future years. CU CIBER's role will focus on leading innovation and design. CU CIBER is excited to offer this program and would like to use it as a model for a national CIBER subscription program (See Att IV-3 CU CIBER Subscription Program).

**A6: CU CIBER Fellows Program for International Business Specialists** (Dr. Ruhnka)

*Objective: To implement an IB Fellows Program for CU graduates with global jobs and careers to return to CU and update their knowledge and skills in IB and to share their experiences with fellow graduates.* Since 1993, CU Denver has graduated more than 2,000 IB majors and many now hold key positions with international companies. In Yr2, CU CIBER will launch a biennial IB Fellows Program that will invite alumni to return to CU for a three-day program on global business education, best practices sharing, and networking. In Yr4, CU CIBER will extend this program to graduates of all four CU campuses that are engaged in IB. CU CIBER will share its IB Fellows Program for possible adoption at/by other CIBERs.

**A7: Global HR Learning at Lynda.com** (Dr. Cascio) *Objective: To offer learning*

*opportunities in Global Talent Management and HR in the Digital Economy for current and alumni students and business practitioners using a popular online learning platform.* Dr. Wayne Cascio, CU Denver Business School Reynolds Distinguished Professor in Global Leadership, developed and teaches a suite of courses in human resource management (HRM) for Lynda.com (a Microsoft/LinkedIn company), including HR Foundations, HR in the On-Demand Economy, HR: Compensation and Benefits, and Strategic Workforce Planning. CU CIBER will work with

Dr. Cascio on development of a fifth online course on Global Talent Management. CU CIBER will include Dr. Cascio's Lynda.com courses as a continuous education option in its subscription program and as a badge credential in the MSIB program at CU Denver Business School and will promote its adoption by Global HRM and IB practitioners in the United States.

**A8: Increasing IB and Digital Globalization Content in Business Courses at Community**

**Colleges** (Dr. Miller) *Objective: To collaborate with community colleges in increasing the digital globalization content of their business courses and provide their faculty and students with educational resources and training in IB.* CU CIBER will focus on increasing digital globalization content in business courses at Colorado CCs. The Community College of Denver (CCD) will champion this initiative. In Yr1 CU CIBER will work with CCD to identify and develop digital globalization resources (e.g., short videos, short cases, exercises) for inclusion in their Introduction to Business, Marketing, and Management courses. This new content will be rolled out to Front Range Community CC, Arapahoe CC, Red Rocks CC, and Aurora CC starting in Yr2. CU CIBER will organize workshops to train faculty who will be using these resources.

CU CIBER will continue its internationalization collaboration with CCD and other Colorado CCs, including supporting their faculty to participate in faculty development in international entrepreneurship workshops, RMCIBER meetings, and other faculty outreach activities. In addition, CCD has launched a program to place their students in a technical apprenticeship position with foreign companies in Colorado, such as Swiss-owned Mikron. CU CIBER will work with Mikron and other sponsor companies to design an IB and language and culture onboarding program to better prepare these students for their apprenticeships.

**A9: Internationalization of Tribal Colleges and Universities** (Mr. Kuslikis) *Objective: To assist Tribal Colleges and Universities in internationalizing their students, faculty, and business*

*curricula*. Since May 2014, CU CIBER has served as a key partner of the American Indian Higher Education Center (AIHEC) in developing internationalization activities for its 38 TCU members. For the next grant period, AIHEC has requested CU CIBER to help incorporate global supply chain courses into their newly launched program to promote advanced manufacturing at TCUs. AIHEC and TCUs believe that knowledge and skills in global supply chain are critical as their projects “go to market.” For example, Navajo Technical University’s advanced manufacturing program will be a supplier to a major US aerospace company and AIHEC would like CU CIBER to help develop a global supply chain course for its program. Starting in Yr1, CU CIBER will assist Navajo Technical and four other TCU institutions—Bay Mills CC, Turtle Mountain CC, Salish Kootenai College, and Cankdeska Cikana CC—with global supply chain curricula development. The new curricula will be extended to other TCUs that join the advanced manufacturing program. As more TCUs join the program, CU CIBER will invite CIBERs with supply chain expertise to participate in curricular development and training of TCU faculty.

CU CIBER will continue to support TCU faculty participation in various international initiatives by providing matching support for attending RMCIBER conferences, faculty development programs, international field studies, and other internationalization activities.

**A10: Mini-School in IB and International Affairs** (Dr. Wefes) *Objective: To promote dialogue on the issues surrounding globalization and ensure that the conversation reaches a broad populace.* CU Denver’s Graduate School currently offers a free Mini-School, a series of six to eight lectures by CU faculty from different disciplines on contemporary topics in international affairs, political-economy, science and technology, business, and other topics. Each lecture is attended by about 60 participants from the community. In Yr2 and Yr4, CU CIBER will co-host a Mini-School focusing on key globalization topics, such as global health and job

skill development in a global economy. The sessions will be broadcast to community colleges and RMCIBER Network schools and archived for future viewing.

**A11: Dual Degrees and International Certifications with University Partners** (Dr. Liu, Dr.

Hartnett) *Objective: To provide IB undergraduate majors the opportunity to conduct up to one year of their study abroad, earning a dual degree or international certification from partner universities and enhancing their knowledge of language and culture.* CU CIBER will support the development of a new partnership program between CU Denver's Business School and the University of Strasbourg that will enable IB majors to spend their junior year in France and earn a Bachelor of Science in European Management. Likewise, CU CIBER will work with CU Denver's Department of Communications to develop a new program for IB majors to spend a summer term at China's Agricultural University in Beijing and earn a certificate in IB Communications. Other programs with varying partnership models are currently under discussion and will be considered for CU CIBER's curriculum development support, such as CU Denver's Business School's proposed joint program with the National School of Business Management in Sri Lanka and CU Boulder's Leeds Business School program in Barcelona.

**A12: International Entrepreneurship and Internships in One-Year MBA** (Dr. Serapio, Dr.

Liu) *Objective: To build international entrepreneurial content in the One-Year MBA program and facilitate internships with US exporters and SMEs.* In Fall 2018, CU Denver's Business School will launch a full-time One-Year MBA program including two days of intensive course work and three days of sponsored internships each week. CU CIBER will support the development of a five-week intensive course in international entrepreneurship to be included in this new program and will help match MBA students with internships in SME exporters.

**A13: Multi-Campus and Interdisciplinary Programs in IB, International Studies,**

**Languages and Culture, and IB and International Studies for Professional Schools (Dr.**

Kaptain, Dr. Makela, Dr. Bollard, Dr. Gifford) *Objective: To offer joint degree and certificate programs spanning the four CU campuses that integrate IB with other professional disciplines, as well as with language and culture studies.* CU CIBER will support the joint program, BS in Spanish for the Professions (CU Boulder) and MSIB (CU Denver), and expand it to a new partnership, namely BS in Asian Studies (CU Boulder Asian Studies Center) and MSIB (CU Denver). In addition, CU CIBER will work with three professional programs at CU Denver to incorporate international entrepreneurship courses into their curriculum and develop cultural courses to enhance their internationalization initiatives: Yr1: Arts and Media (Exporting in Creative Industries-Singapore), Anschutz Medical Campus (Global Health Program-Africa and Latin America), and Yr3: Architecture and Planning (International Design Studios-Japan).

**A14: Least Commonly Taught Language Courses in International Business Programs (Dr.**

Oakes, Dr. Bollard) *Objective: To increase course offerings in least commonly taught languages (LCTL) for Business and International Business students.* CU CIBER will support the development and offering of a new multi-campus program in which BS and MSIB students at CU Denver can take LCTL courses offered at CU Boulder's Center for Asian Studies and Anderson Language and Technology Center. These include Chinese, Japanese, Korean, Arabic, Hindi, Farsi, Nepali, and Tibetan. Students completing at least 10 credit hours of each language will earn a certificate in their language of study.

**A15: Foreign Language for Specific Purposes (FLSP) Courses (Dr. Long, Dr. Bollard)**

*Objective: To increase business, IB, and IE content in FLSP courses and offer these courses to programs in Global Health Professions, Media Professions, Architecture and Planning Professions, Environmental and Sustainability Professions, and other professional schools.* CU

CIBER has taken the lead in the CIBER community in promoting Foreign Language for Specific Purposes. In this grant period, CU CIBER will enhance business, IB, and IE content in FLSP courses with particular focus on adding digital globalization content (e.g., FLSP in the age of social media). In addition, we will expand the offering of FLSP courses to professional schools at CU to help graduates who plan to work in diverse communities and who require advanced knowledge of foreign language and culture in specific professional contexts.

**A16: Business Language Case Competition** (Dr. Oakes, Dr. Long) In Yr2 and Yr4, CU CIBER will support a business language team to compete in the Business Language Case Competition hosted by BYU CIBER and co-sponsored by CU CIBER. This national competition provides students the opportunity to showcase their combined business knowledge, foreign language skills, and case presentation skills and will be conducted in Spanish, Chinese, Arabic, and French. A qualifying round will be held in Yr1 and Yr3 at business language course offerings at CU's Denver, Boulder, and Colorado Springs campuses and from which a winning team will be selected to represent CU in the national competition in Utah.

**A17: Global Experience for Freshman Business Students** (Dr. Laguna, Dr. Finnegan)

*Objective: To provide undergraduate business students at CU's Denver, Boulder, and Colorado Springs campuses the opportunity to obtain a global experience at the end of the freshman year through a business-focused international field study.* Early exposure to other countries and cultures is key in facilitating a global mindset and interest in international careers. CU CIBER will provide course development grants to expand 1<sup>st</sup> Year Global Experience course options at CU Boulder and CU Denver and will initiate the program at CU Colorado Springs. In addition, CU CIBER will organize annual workshops in which students can share with the broader community their key reflections from their international trips.

## **ACTIVITIES THAT MEET THE RESEARCH OBJECTIVES**

CU CIBER's research activities for the 2018-2022 grant period are organized into four major research themes: Global Research Collaboratories, International Entrepreneurship, US Global Competitiveness and Frontier Markets, and International Pedagogy.

### **A18-A20: GLOBAL RESEARCH COLLABORATORIES**

Global Research Collaboratories (GRCs) are project-focused partnerships between CU CIBER and partner companies. A multidisciplinary team of faculty, PhD students, and graduate interns work with business experts in a business laboratory setting to identify and develop solutions to a well-defined business challenge. CU CIBER proposes to form three new GRCs to advance the practice of IB, promote US global competitiveness, and disseminate key findings and outputs through presentations and publications.

**A18: Rethinking Work—CU CIBER—Rethinkery Labs GRC** (Dr. Cascio, Dr. Montealegre, Mr. Fidler) *Objective: To conduct applied research on how organizations develop new approaches to designing work and accomplishing objectives in the age of digital disruption.* CU CIBER will partner with Rethinkery Labs, an HR-focused, visionary organization established by Devin Fidler, a CU alumnus. This GRC will focus on important human resource management questions facing many global organizations today, such as (1) How do organizations combine the strengths of people and teams with the strengths of automation in today's world of digital disruption? (2) In an age where external intelligence is vital to individual and organization learning, how do organizations design their global leadership and talent management programs? CU CIBER will draw managerial, educational, and government policy implications from this GRC about the changing nature of work and its implications for US global competitiveness.

**A19: Thriving Through Disruption—CU CIBER—IIB Business Partners** (Dr. Karimi)

*Objective: To gain research and practical insights on how businesses discover and seize global opportunities and how they leverage technology to spark innovation.* This GRC will focus on cutting-edge technologies and how they impact global operations. Faculty, PhD and graduate students will work on projects and research topics assigned by participating companies. The initial project will focus on Blockchain and Global Trade Digitization and examine its impact on increasing efficiencies across international supply chains. CU CIBER will invite Ms. Julie Tracy Lockwood, IBM Global Business Services' Program Director of Integration Services (including major projects on Blockchain) and a CU MSIB alumnus, to facilitate this GRC initiative.

**A20: Managing Data Privacy—CU CIBER—Norican Group and IIB Board Member**

**Companies GRC** (Mr. Bird, Dr. Khuntia) *Objective: To conduct applied research on global data privacy issues and risks facing US companies with focus on the EU's General Data Protection and Regulation (GDPR).* Managing data privacy has emerged as a major issue facing US and global companies. CU CIBER and IIB board member companies, led by Norican Group, will form this GRC to conduct applied research on data privacy issues facing the US. The initial GRC will focus on the EU's GDPR and how US companies, particularly small and medium-sized US companies and exporters, can best navigate this complex data privacy regulation.

**A21-A25: INTERNATIONAL ENTREPRENEURSHIP (IE) RESEARCH** *Objective: To implement a focused research program that will help advance the theory and practice of IE.* CU CIBER will lead five key IE research projects, as described in A21-A25 below.

**A21: Research Conference and Special Issue Publication in Emerging Business Models in IB and IE** (Dr. McDougall-Covin, Dr. Serapio, Mr. Chen, and Dr. Liu) CU CIBER, in collaboration with the Center for Modern Business Research at Zhejiang Gongshang University (ZJU) will co-host a 2019 research conference in Hangzhou that will invite a dozen international

scholars in the field (funded by ZJU) to address key technological and business trends impacting IB, IE, and cross-border e-commerce. The best papers from this conference will be invited for submission to a special issue of a leading IB or IE journal.

**A22: International Social Entrepreneurship Research** (Mr. Katsaros) Using lessons learned from Denver’s Posner Center for International Development—a unique hub of 70+ social enterprises engaged in international development—as well as Nokero (No Kerosene), a solar bulb company that he founded, Steve Katsaros will collaborate with CU faculty and graduate student interns to examine the development of the international social enterprise from the perspective of infinite game theory. This research, which is planned for submission to *Entrepreneurship Theory and Practice*, will investigate the challenges that social enterprises face in pursuing the “triple bottom line” (financial, social, environmental) in IB.

**A23: New Venture Internationalization: A Three-Country Comparative Study** (M. Kautt) This three-country study will be conducted with faculty collaborators from the US, Denmark and New Zealand. The study will focus on the speed and pattern of internationalization in the craft beer industry—an emerging sector for US exports— and define implications for theories of new venture internationalization as well as export implications for US craft beer companies.

**A24: Multi-Market Contact in Learning through Failures** (Dr. Desai) This study will examine an important but under-researched topic of how organizations operating in a multi-country environment learn from other organizations’ failures within and across the countries in which they compete.

**A25: Dynamic Cases in International Entrepreneurship** (Dr. Serapio) A collection of short cases on various facets of IE will be solicited from contributors from different countries and published online. Faculty and students will work together to co-develop these dynamic cases

which are based on live scenarios and which are constantly updated to reflect new business, political, and legal developments. “Global Competition in Bike-Ride Sharing (e.g., Ofo, Mobike, Jump Bikes)” is an example of a dynamic case.

**A26-A27: US COMPETITIVENESS AND FRONTIER MARKET RESEARCH** *Objective:*

*To conduct contemporary research that will contribute to the advancement of the field of international business and enhance US businesses understanding of the opportunities in frontier markets.* Activities A26 and A27 highlight selected research on topics pertaining to various IB disciplines and region/country-focused research, respectively.

**A26: US Global Competitiveness and International Dimensions Research** (Dr. Cascio) CU CIBER will award competitive grants to supplement departmental research grants to faculty engaged in research that will help advance the field of IB. Initial topics proposed include Market, Product and Technology Learning and Innovation (Dr. Liu), Cybersecurity (Dr. Oh), Luxury Marketing (Dr. Cunningham), Global Corporate Social Responsibility (Dr. Chandler), International Marketing and Millennials (Dr. Liu), Global Health (Dr. Gifford), and Global Disruption and Stock Market Performance (Dr. Bonaparte).

**A27: Focused Research on Frontier Markets** (Dr. Thomas, Mr. Chen) CU CIBER will award competitive summer research grants to supplement departmental research grants to enhance understanding of opportunities and challenges in international markets, with focus on Frontier Markets—promising markets that have not yet achieved emerging market status and are constrained by institutional voids (e.g., Mongolia, Ghana, Sri Lanka, Paraguay). Initial topics proposed include Belt and Road Initiative in Frontier Markets (Dr. Thomas, Mr. Chen) and Venture Capital Finance in Africa’s Frontier Markets (Mr. Chen).

**A28-A30: INTERNATIONALIZATION PEDAGOGY RESEARCH** *Objective: To*

*implement research programs that help advance the pedagogy of IB, languages for specific purposes, and culture. CU CIBER will lead research projects described in A28-A30.*

**A28: Innovation in IB Education** (Dr. Serapio) CU CIBER will collaborate with the CIBERs at George Washington University and Georgia State University to host a research workshop on interdisciplinary approaches to IB education. The best research papers from this workshop will be published in an edited volume or a special issue of an IB journal (e.g., *Journal of Teaching in IB*) and conference highlights will be submitted as a perspective piece in the *AIB Insights*.

**A29: Language for Specific Purposes** (Dr. Long) This survey research will examine the development of the field of Language for Specific Purposes, its key theoretical and applied research streams, and emerging research topics. A wide variety of specific purposes will be addressed including business, health and medicine, media, law, and environmental studies.

**A30: Global E-Commerce and Logistics Education at Community Colleges** (Dr. Liu, Mr. Becker) This research builds on Michigan State University's 2016 *Nationwide Benchmarking Study on IB Education at Community Colleges*, which found increasing popularity of IE and global logistics courses in US community colleges. This research will examine how IB, IE, and global logistics courses are being taught in community colleges and their level of interest in infusing new content related to global e-commerce and digital globalization. A key deliverable for this project is a Resource Guide in IE, Global E-Commerce, and Global Supply Chain that community colleges can use to inform the design and development of their courses.

## **ACTIVITIES THAT MEET THE OUTREACH OBJECTIVE**

**A31: Faculty Development in International Entrepreneurship Programs (FDIE)** (Dr. McDougall-Covin, Dr. Serapio) *Objective: To increase faculty expertise in teaching and research in international entrepreneurship (IE).* CU CIBER has developed a distinctive

reputation in the emerging field of IE with its FDIE Program. To date, more than 175 faculty from 150 universities in 36 US states and 27 countries have attended the FDIE. Four new FDIEs are planned, including a research and teaching workshop at the AIB Western Region Meeting (Yr1 Denver); thematic workshops in IE for MSI and Community Colleges (Yr2 & Yr4 Atlanta); and a research workshop on IE for doctoral students and junior faculty (Yr3 AIB Annual Meeting). Digital Globalization in IE will be a new topic featured in these workshops.

**A32: Internationalization Workshop for Entrepreneurs at Denver Startup Week** (Dr.

Parthasarathy) *Objective: To leverage the nation's largest, free entrepreneurial event, Denver Startup Week, by facilitating the exploration of internationalization opportunities for entrepreneurs and their new ventures.* Denver Start-up Week, attended by 18,000+ participants in 2017 is the largest free event for entrepreneurs in the US. Working with CU Denver Business School's Jake Jobs Center for Entrepreneurship, CU CIBER will organize several sessions for Startup Week on internationalizing US start-up firms. To be offered in Yr2 and Yr4, these sessions will identify exporting and partnership opportunities for Colorado and US startups. MSIB students will also serve as interns and help match companies with prospective partners.

**A33: Rocky Mountain CIBER (RMCIBER) Network** (Ms. Vega) *Objective: To build IB capacity and educational programs at participating academic institutions in the RMCIBER Network.* The RMCIBER Network, facilitated by CU and BYU CIBERs, is a collaboration between 45 primarily small and rural schools in 10 states, including 11 partner schools that are Eligible Institutions for Title III and Title V Programs. CU and BYU CIBER will organize two multi-state conferences, Rocky Mountain Trends in IB, in Yr2 (Montana) and Yr4 (Nevada), where academic and business experts will address global economic trends and how business education can help advance the region's competitiveness. More than 100 faculty from 40+

participating RMCIBER schools typically attend each conference. In addition, RMCIBER will continue to assist with internationalization initiatives at member schools by providing faculty research grants and course development grants (e.g., grants to develop study abroad programs).

**A34: Trade Challenges in the Changing World Economy and RMCIBER Webcasts** (Dr.

Ruhnka) *Objective: To increase business stakeholder capacity in the RMCIBER region to tackle trade challenges and opportunities.* In Yr1 and Yr3 CU CIBER will organize a webcast on changes in trade agreements (e.g., NAFTA), trade relations (e.g., US-European Union), and trade regulations and compliance and their impact on key export sectors (e.g., agriculture, tourism, manufacturing) in the Rocky Mountain region. These webcasts will be held concurrently with an IER lecture (see A45). RMCIBER region exporters will be invited to participate in the webcasts.

**A35: Silicon Valley Conference: ABCD and the Global Enterprise** (Dr. Karimi, Mr.

Gundavelli) *Objective: To examine how major and disruptive technological advances are shaping global business and their impact on the global business enterprise.* CU CIBER will co-host a national conference on Artificial Intelligence, Big Data, Cloud Computing, and Data Analytics (ABCD) and the global enterprise in Yr2 and Yr4 in Silicon Valley. Sai Gundavelli, CEO of Solix Technologies and IIB board member, will host this conference for business leaders (including business partners of other CIBERs) and examine developments in emerging technologies of ABCD and their implications for IB teaching and practice.

**A36: JP Morgan Center for Commodities (JPMCC) Symposium on Blockchain in**

**Commodities Supply Chain** (Dr. Yang) *Objective: To address how US companies can leverage new Blockchain technologies in creating more efficient global supply chains.* CU CIBER will work with CU Denver Business School's JPMCC, a national center of excellence for commodity research and practice, to organize a conference on Blockchain and global supply chain in Yr1

and Yr3. The symposium will focus on the emerging uses of Blockchain in commodities, such as “Farm to Table” supply chain tracking for US agricultural exports.

**A37: International Symposium on Languages for Specific Purposes** (Dr. Long) *Objective: To expand the impact of the International Symposium on Language for Specific Purposes (ISLSP) by promoting greater faculty participation and facilitating collaboration between ISLSP and CIBER’s Business Language Conference.* ISLSP is the main academic forum that brings together faculty who teach, are planning to teach courses, or starting new programs in languages for specific purposes. CU CIBER will lead the CIBER community in supporting ISLSP by holding a joint conference between ISLSP and the CIBER’s Business Language Conference faculty. The 2020 conference will be hosted by UNC, Charlotte. CU CIBER proposes hosting the 2022 conference in conjunction with the RMCIBER Conference in Nevada.

**A38: Colorado’s Seal of Biliteracy Program: Business Networking Day** (Dr. Long, Dr. Bollard) *Objective: To engage the business community in Colorado’s Seal of Biliteracy Program and highlight the career benefits of combining studies in World Language & Culture with professional domain studies.* In March 2017, Colorado’s legislature passed the Seal of Biliteracy program which encourages students to acquire proficiency in a second language and encourages students who speak more than one language to develop professional applications skills. Students who attain these proficiencies earn a special credential: the Seal of Biliteracy from Colorado’s Department of Education. CU CIBER and CU Boulder’s Language for the Professions Program will convene a Business Networking Day to engage business leaders in the Seal of Biliteracy program to facilitate student learning about internship opportunities in international firms and the career benefits of studying World Language & Culture in the context of a professional domain.

**A39: China Faculty Development in International Business (FDIB) Programs** (Mr. Chen)

*Objective: To provide US faculty and doctoral students an opportunity to learn firsthand about China's Belt and Road Initiative (BRI), how it could impact US competitiveness, and how to position US businesses proactively to capitalize on opportunities and address the challenges BRI poses. CU CIBER has led successful FDIBs to China since 2006. CU CIBER's new China FDIB will examine BRI, China's ambitious initiative to construct a massive multinational zone that connects Asia, Europe, the Middle East, and Africa. This FDIB will feature two different itineraries, alternating between the Silk Road Economic Belt (Yr1 & Yr3 to Western China) and the 21<sup>st</sup> Century Maritime Silk Road (Yr2 and Yr4 to Southern China and Sri Lanka). In this FDIB, US faculty and doctoral students will assess firsthand the opportunities and challenges that BRI presents to US global competitiveness.*

**A40: Overseas Faculty Development in International Business Programs and Multi-CIBER**

**Collaborative (Country Studies) Publication** (Dr. Thomas) *Objective: To provide US faculty and doctoral students an opportunity to learn firsthand about the business, cultural, economic, and political environments of a region/country. CU CIBER will co-sponsor overseas FDIB programs (led by other CIBERs) covering different regions of the world (e.g., Latin America, MENA, Europe, Africa) to enhance the knowledge of professors and doctoral students with limited international experience. A multi-CIBER collaboration will publish an edited volume of articles written by FDIB faculty participants. CU CIBER will edit the volume on China's BRI.*

**A41: Pacific Asia Consortium for International Business Education and Research**

**(PACIBER) Conference on Trade Partnerships** (Dr. Serapio) *Objective: To enhance understanding of current and emerging trade partnerships in ASEAN and to examine the opportunities these partnerships present for US companies. PACIBER is a consortium of 27 leading schools in North America and Asia Pacific dedicated to promoting education, research,*

and exchange related to business in the Asia Pacific region. As a member of PACIBER, CU CIBER will co-sponsor PACIBER's annual meetings and will organize a session in the 2019 Annual Meeting on the implications of the Comprehensive and Progressive Trans-Pacific Partnership on US trade opportunities in ASEAN.

**A42: CIBER MSI Consortium** (Ms. Vega) The MSI consortium of CIBERs, led by Georgia State University CIBER, has been assisting MSIs with faculty development, study abroad, faculty development abroad, and pedagogical resource sharing activities for 20+ years. CU CIBER and 12 other CIBERs have committed to participate in the national CIBER MSI Consortium for the next grant period to assist 13 participating MSI schools. Key joint activities for this Consortium include the International Business Pedagogy Workshop (CU CIBER will lead the IE thematic workshop), IB Case Challenge Competition, an Institutional Partnership Program between a CIBER and an MSI, and dissemination of IB pedagogical resources.

**A43: National CIBER Exports and Jobs Initiatives** (Mr. Becker) *Objective: To unify the export promotion and job facilitation activities of the CIBER network to amplify national impact.* CU CIBER will participate in four national and regional CIBER-wide export promotion, jobs, and international trade education initiatives. These collaborations include (1) National Association of District Export Councils (NADEC), to engage with the 1,300+ US policy makers, business people, trade negotiators, and educators (including NADECs in Colorado) to increase CU CIBER's influence with these local and national organizations and to enhance the internship and employment prospects for our graduates with their member companies; (2) National CIBER Export and Jobs Initiative, to encourage synergies through best practices sharing and partnerships with larger organizations such as the US Department of Commerce; (3) National Association of Small Business International Trade Educators (NASBITE), to promote training

and credentialing of certified global business professionals (e.g., as noted in Activity A4) to accelerate US business ascendancy in the global marketplace; and (4) Internships at Denver's World Trade Center and co-sponsorship of their major annual event, World Trade Day.

**A44: Export Consulting Projects and Internships for Colorado and US High-Potential**

**Companies** (M. Kautt) *Objective: To assist Colorado and US companies that have viable potential to start or grow their export business.* A new track will be added to CU Denver Business School's IB Consulting course focusing on internships and student consulting on export growth for Colorado and US companies with products and services increasingly in demand abroad. For example, the Yr1 project will develop route-to-market strategies for selected companies in the Lifestyle of Health and Sustainability (LOHAS) cluster in Colorado whose products are gaining popularity with the health-focused, millennial markets abroad.

**A45: International Executive Roundtables (IERs)** (Ms. Vega) *Objective: To provide US business professionals, faculty, and students access to current IB knowledge and skills.* The IIB and CU CIBER, in collaboration with other centers of excellence at CU Denver's Business School (e.g., JP Morgan Center for Commodities, Global Energy Management Program, Risk Management Insurance Program) hosts monthly IERs featuring top global business leaders, senior government officials, and renowned academics speaking on IB topics. These IERs will be offered as part of the CU CIBER Subscription Program and archived for webcast viewing.

**2. SIGNIFICANCE**

**A. NATIONAL SIGNIFICANCE OF THE PROPOSED PROJECT**

**SIGNIFICANT NEEDS**

CU CIBER identified 11 significant needs to increase global competency, IB job placements, and US competitiveness. We identified these needs from sources including (a)

interviews with IIB Board members; (b) focus groups, interviews, and survey of veterans and military students; (c) interviews of EMBA students and administration, (d) 2016 RMCIBER meeting feedback; (e) 2017 and 2018 Survey of GSU FDIE participants, (f) AIHEC consultation; and (g) AACSB's *Collective Vision for Business Education*.

**Need 1: Increase IB and Cross-Cultural Competency.** Increase global competency by engaging students in IB, cross-cultural and foreign language courses, study abroad, international field studies, and relevant internships.

**Need 2: Increase Knowledge of Digital Globalization's Opportunities and Challenges.** Provide students with knowledge and skills to conduct business in a world defined by cross-border flows of goods and capital and nearly instantaneous flows of data and information.

**Need 3: Internationalize Curricula.** Integrate international studies and culture content into business school curricula and infuse IB content into international studies and professional school curricula.

**Need 4: Increase IB Competency through Consulting Projects, Internships, and Study Abroad.** Accelerate IB knowledge and job placement through "learning by doing" consulting projects, internships, and international field studies.

**Need 5: Facilitate Veterans and Military Students to Transition to IB Professional Careers.** Facilitate veterans and military students' transition to professional careers in IB by providing them with mentorship opportunities and pathways to internships and jobs.

**Need 6: Internationalize Minority-Serving Institutions (MSIs) and Community Colleges.** Provide strategic guidance and resources to internationalize students, faculty, and business curricula of Tribal Colleges and Universities, Historically Black Colleges and Universities, Hispanic Serving Institutions, and community colleges.

**Need 7: Engage Business and IB Practitioners in Continuous Learning in Global Business.**

Enable business professionals to keep abreast of and capitalize on dynamic changes in the global economy, enhance IB skills, and share expertise in IB.

**Need 8: Increase IE Skills and Knowledge.** Increase the number of US students and professionals who possess the knowledge and skills to start international ventures and help entrepreneurial companies identify and pursue export opportunities.

**Need 9: Increase Foreign Language Knowledge and Skills of Students and Professionals.**

Increase the number of US students and professionals with foreign language proficiencies, with emphasis on increasing opportunities to learn less commonly taught languages.

**Need 10: Internationalize Business Faculty and PhD Students.** Increase the number of business faculty and PhD students who are competent to teach and conduct research in IB and IE.

**Need 11: Advance US Competitiveness through Academic-Business Partnerships and Research on IB and Language Education.** Forge partnerships and conduct, publish, and disseminate interdisciplinary and academic-business collaborative research that advances IB acumen and language education competency.

**SIGNIFICANCE**

A sample of activities are highlighted below to showcase their rationale, their national and regional/local significance, and the needs that they fulfill. Att IV-1 Activities Fulfill Significant Needs aligns CU CIBER's 45 activities—projects of national and regional/local significance—with each of the 11 identified needs.

**Digital Globalization Focused Activities.** Digital globalization is transforming how US companies conduct business across borders, disrupting the status quo, and opening new

opportunities for US exporters, SMEs, and large companies in both manufacturing and services. Digital platforms are enabling the creation of markets with global scale that provide US businesses with a large base of potential customers and effective ways to reach them. In addition, while the US may have been at a disadvantage in manufacturing and service value chains where labor costs were paramount, digital globalization plays directly to US strengths in technology.

E-commerce sales worldwide will continue their decade-long growth, reaching US \$2.3 trillion in 2017. Cross-border e-commerce represents one of the fastest growing segments of e-commerce and US exports and is projected to increase 25% annually until 2020. In 2020, it is expected to account for US\$900 billion gross merchandise volume or roughly 22% of the global e-commerce market.<sup>3</sup> US companies stand to significantly benefit from the substantial growth in international consumers looking to buy high-quality brands from reputable companies via e-commerce.

CU CIBER's proposed educational activities will provide US students with the knowledge and skills to work for US exporters and help them capitalize on the growth of global and cross-border e-commerce. In addition, while there are a number of e-commerce programs and courses in the US, CU CIBER's proposed specialization in Global E-commerce is a pioneering initiative. CU CIBER's focused activities on digital globalization meet Needs 1, 2, 3, 4, 7, 8, and 11.

**CIBERVets.** Currently 2.1 million people actively serve in the US military. Of those leaving the military (ages 18-30), only about one-third feel prepared to transition to non-military and professional employment and 10% are unemployed. CU Denver's nationally trademarked program, Boots to Suits, has played an important role in assisting veterans to transition to professional life. CU Denver is ranked among the nation's top university for veterans, placed 11<sup>th</sup> in the *Military Times 2018 Best Colleges Rankings*, and received *Military Friendly's* GOLD

designation in 2018, signifying its comprehensive services for VMS.

Many veterans would like to leverage their overseas experience and pursue international jobs. CU's CIBERVets program assists veterans by providing them access to IB courses, projects, and internships. Currently, CIBERVets serves about 80 VMS in CU Denver's Business School. As CU CIBER launches this program to other CU Denver schools and colleges and to Colorado community colleges, this number will grow. At CU Denver alone, there are 1700+ VMS and 250+ are in the Business School. CU CIBER is committed to serving the needs of VMS to explore careers in IB and seeks to make CIBERVets a national model to facilitate IB job opportunities for veterans (See Att IV-2 CU CIBERVets Program). This activity meets Needs 1, 2, 4, 5, and 6.

**Continuous and Long-Term Learning in IB.** As noted by AACSB, "The accelerating pace of change in business suggests that education will be increasingly important throughout individuals' entire career lifecycles.... Their learning pathways will meander over the course of a career, and through possible subsequent careers, with numerous educational entry and exit points."<sup>4</sup> This rapid and dynamic change in global business calls for new models of IB education that will promote learning throughout an entire career cycle. To this end, CU CIBER has proposed a number of transformative programs to supplement and not supplant existing programs that emphasize continuous learning, such as its IB Fellows Program and CU CIBER Subscription program. The Subscription Program will initially benefit hundreds of CU EMBA and IB graduates and then hundreds more when extended to CU Denver's business professional programs (e.g., Professional MBA Program) and CU's partner companies. In addition, CU CIBER will serve as a catalyst for the overall CIBER community to explore developing a nationally branded program to scale CIBER's expertise and resources in IB and related fields and

provide a multitude of practitioners nationwide with continuous, long-term learning in IB (See Att IV-3 CU CIBER Subscription Program). This initiative meets Needs 1, 2, 7, and 8.

**Enhancing US Faculty Expertise in IB.** CU CIBER is one of four CIBERs (CU, South Carolina, Miami, and Connecticut) that offers multiple FDIBs. To date, its 35+ sessions for 6 different FDIBs have trained 1,167+ US faculty from 441 universities in 49 states.

CU CIBER's FDIE is the only one of its kind and trains US faculty on best approaches in teaching, research, and practice of IE. In response to growth in the field of IE and increasing requests from US faculty seeking to develop expertise in IE, CU CIBER will expand its FDIE offerings to include a workshop at the AIB West Meeting (Fall 2018), thematic sessions at Georgia State University CIBER's FDIB, an indigenous entrepreneurship workshop for TCUs in the RMCIBER meeting, and a focused FDIE for community colleges.

CU CIBER's China FDIB, offered since 2006, is a key resource for CIBERs and other US schools. Its new China FDIB will focus on the Belt and Road Initiative, an important development likely to have significant impact on global economics, politics, and US competitiveness. Despite recent tensions, US-China relations will be paramount. As Microsoft CEO Satya Nadella noted, "I think the next 10 years, next 20 years, next 30 years, whatever your time horizon, is going to be defined by these two countries—China and the United States—creating more interdependence, not less."<sup>5</sup> CU CIBER is proud to be leading China-focused FDIBs in the CIBER community by serving US colleges and universities.

Through its FDIBs, CU CIBER expects to train 300+ faculty and doctoral students in the next four years, including faculty from MSIs, community colleges, and small and remote schools, plus hundreds more via co-sponsored FDIBs. These FDIBs will build capacity among US faculty and have enormous multiplier effects in educating US students in IB, culture,

language, and related fields. These activities meet Needs 1, 2, 3, 6, 8, 9, and 10.

**MSI and RMCIBER Partnerships.** More than 2 million students—about 15% of the US college population—are enrolled in Minority Serving Institutions (MSIs): Historically Black Colleges and Universities (109 institutions), Hispanic Serving Institutions (240 institutions), and Tribal Colleges and Universities (38 institutions). Critical IB resources and programs at these MSIs are often scarce and CIBERs have an important role to play in building their capacity in IB, foreign language, and culture education. CU CIBER is focused on promoting IE education at HBCUs, including leading the IE thematic sessions in the IB Pedagogy workshops for HBCUs. CU CIBER has partnered on multiple initiatives with several HSI universities and colleges in the RMCIBER Network in promoting IB education. The American Indian Higher Education Center has identified CU CIBER as its key partner in helping the 38 TCUs develop curricula on IB and global supply chain (See Att II-2 Letter of Support from AIHEC Senior Associate Al Kuslikis). In the RMCIBER Network, 11 member schools are Eligible Institutions for Title III and Title V programs. These partnerships meet Needs 1, 3, 4, 6, and 9.

**Global Research Collaboratories and IB Research.** CU CIBER’s research agenda will address contemporary issues in IB, IE, and IB pedagogy that are national in scope and have relevant, real-world applications. CU CIBER’s Global Research Collaboratories provide an interdisciplinary and academic-business collaborative research platform that will investigate topics related to “Thriving with Disruption,” which is an issue of paramount importance for many US and global CEOs. An International Research Conference on Emerging Business Models in IB and IE will feature presentations and papers by top scholars in the field and yield publication in a leading journal. Finally, research on innovation in IB education will examine new modes in IB education, including the growing importance of fostering continuous learning

in IB. These research projects meet Needs 2, 3, 10, and 11.

**Promoting US SME Exports and Entrepreneurial Internationalization.** US SMEs employ 53% of the US private workforce and create 75% of new jobs, yet less than 5% of these SMEs export, despite the established benefits of SME exporting. Small exporters report higher sales, employ more people, pay higher wages, and are generally more productive than small non-exporters.<sup>6</sup> Digital globalization, noted throughout this proposal, is removing the barriers that these SMEs face in increasing their exports. As noted by the SBA's Office of International Trade: "Mobile technologies are making it possible for SMEs to reach distant customers via small transactions that add up to big revenues. Cloud-based solutions now mean that a small business is not held back by the lack of IT infrastructure and is able to save cost, as well as to operate from a range of locales."<sup>7</sup> Our comprehensive education, research, and outreach activities in IE (e.g., Denver Start-Up Week, Export Consulting Projects) will assist SMEs to exploit exporting and internationalization opportunities. These IE initiatives represent one of CU CIBER's most significant national and regional/local contributions and meet Needs 2, 7, and 8.

## **B. IMPORTANCE AND MAGNITUDE OF ACTIVITIES OUTCOMES**

CU CIBER's proposed 45 activities were strategically developed to meet the 11 significant needs to produce maximum outcomes and sustainable benefits for US students, faculty, and business professionals, and will lead to improving US global competitiveness over the short and long-term. As a national and regional leader and resource, CU CIBER will: (1) provide innovative IB, culture, and foreign language education, training, and research; (2) increase the number of undergraduate and graduate students with a solid foundation of IB, culture, and language skills; (3) increase the number of students with current knowledge and skills to lead and manage enterprises in an increasingly digitized global economy; (4) increase

the number of students and professionals with international entrepreneurial skills; (5) provide IB practitioners with viable and flexible educational platforms to support their continuous and long-term learning of IB in a constantly changing global business environment; (6) enhance opportunities for veterans and military students to transition to IB jobs and careers; (7) increase the number of students that participate in internships and study abroad programs and develop clear pathways for them to pursue meaningful jobs in IB; (8) increase language competency for a wide variety of common and less commonly taught foreign languages; (9) provide development opportunities for faculty and PhD students to enhance their knowledge and capabilities to teach and conduct research in IB, IE, and the international dimensions of their disciplines; (10) develop and implement internationalization strategies for MSIs and community colleges; (11) establish interdisciplinary and academic-business collaborative research through Global Research Collaboratories that will advance US competitiveness and improve IB education; and (12) provide multiple vehicles to promote an inclusive and broad dialogue on IB and globalization.

Attachment VIII-1 CU CIBER Evaluation Plan provides a detailed evaluation plan that quantifies the importance and magnitude of the outcomes of CU CIBER's proposed program.

### **3. QUALITY OF THE PROJECT DESIGN**

#### **A. FULFILL TITLE VI PURPOSE AND GOALS AND SUPPORT 2018-2022 COMPETITIVE AND INVITATIONAL PRIORITIES**

CU CIBER has designed its overall program and strategically developed its activities to fulfill the Purpose and Goals of the mandated and permissible activities in the legislative sections 611 (b) and 612 (a, c) of Title VIB: (1) Serve as a national resource for the US by promoting IB education as a means to advance US competitiveness—CU CIBER will expand the relevancy and accessibility of IB education with new, timely content and innovative teaching methods (e.g., Global E-Commerce Specialization and Field Study, CIBERVets, and Continuous and

Long-Term Learning Programs) that will serve as national models for four-year institutions, CCs and MSIs across the US. (2) Provide instruction in foreign languages and international studies necessary for businesses to develop an effective working knowledge of the languages, cultures, and customs of foreign countries—CU CIBER will offer common and least commonly taught languages and foreign languages for specific professional purposes, and promote interdisciplinary and multi-campus collaborative programs and courses in language, culture, and IB. (3) Conduct research, training, and education on emerging IB opportunities and challenges that relate to the changing context of international trade—CU CIBER will form Global Research Collaboratories to conduct interdisciplinary, theory-based research alongside practical applications to increase US global competitiveness and will implement faculty development and training on topics related to trade, culture, and international studies. (4) Provide instruction and training to non-business as well as business students—CU CIBER will provide a broad array of programs, courses, lectures, workshops, and experiential opportunities for non-business and business students and faculty to increase their global knowledge and competency. (5) Develop educational and research activities to assist national and regional businesses with their training and educational needs to successfully compete in the global marketplace—CU CIBER will develop long-term and continuous learning opportunities to help international business practitioners keep abreast of dynamic developments in IB and will provide diverse outreach activities to help SMEs expand their involvement in international trade. (6) Serve as a resource to other US colleges and universities in internationalizing their faculty, students, and programs—CU CIBER will leverage strong relationships with regional colleges and universities, particularly within the Rocky Mountain CIBER Network, CCD and other Colorado community colleges, and the 38 TCUs. CU CIBER’s FDIBs, conferences, symposiums, international field studies, and

webcasts will reach additional colleges and universities in the region and nation.

CU CIBER's proposed activities support and drive the 2018-2022 Competitive and Invitational Priorities. Competitive Priority One: Collaborate to expand employment opportunities with internships and work study abroad—CU CIBER's Pathways to International Internship and Employment (PIIE) Program will leverage multiple partnerships with local, national, and international organizations to develop and provide internship, work study, and employment opportunities for IB students (See Att III-6 Pathways to International Internship and Employment). Competitive Priority Two: Collaboration with MSIs and CCs—CU CIBER has planned multiple activities with targeted MSIs and CCs, including IB partnerships with Colorado community colleges and collaboration with AIHEC to support internationalization at its 38 TCU member schools. Invitational Priority: Activities focused on language instruction or testing and assessment for IB professionals—CU CIBER has created diverse opportunities for students, faculty, and professionals to study foreign languages, participate in business language competitions, and engage in language and culture immersion programs.

**B. A COHERENT AND SUSTAINABLE INTERNATIONALIZATION LEARNER-CENTERED PROGRAM**

CU CIBER designed and developed its proposed education, research, and outreach activities for the learner—students and business professionals—with a goal of providing them with the knowledge and skills to pursue meaningful employment in IB and enhance US global competitiveness. CU CIBER conducted a comprehensive needs assessment involving different key constituents (students, faculty, veterans and military students, board members, partner companies, community colleges, TCUs and other MSIs) and identified the five new opportunities in IB education that it seeks to seize during the next grant period: Digital Globalization; Disruption; International Entrepreneurship; Inclusion; and Long-Term, Relational, and

Continuous Learning. To position CU CIBER to successfully implement its activities, the IIB has cultivated strategic partnerships, selected activity leaders to implement each activity, formulated a meaningful budget to launch and support the 45 activities, and designed a comprehensive evaluation process with timely feedback and continuous improvement measures. CU CIBER's comprehensive internationalization learner-centered design process ensures strong alignment between the proposed activities and the learner's needs where the results are beneficial in the short-term, sustainable beyond the grant period, and scalable for students and faculty at other Colorado and US institutions.

### **C. ONGOING LINE OF RESEARCH AND INQUIRY**

CU CIBER's research program advances ongoing research and scholarship in International Business, International Entrepreneurship, and Internationalization Pedagogy. CU CIBER's GRCs will provide an effective platform for academia-business research partnerships that promotes collaborative, interdisciplinary, and theory-based IB research and strategic practical applications. These GRCs will address contemporary research agendas related to digital globalization and disruption and their implications for IB theory and practice. CU CIBER will serve as a leader in IE research, stimulating new research on entrepreneurial internationalization and e-commerce, and supporting research projects, international conferences, and publications focused on advancing IE. CU CIBER will support research on frontier markets that will extend the exciting agenda of identifying new market opportunities for US companies, beyond the familiar domain of emerging markets. CU CIBER's Global Competitiveness and IB Dimensions Research will encourage investigation of key IB topics from mainstream theoretical lenses such as organizational learning and innovation and learning from market failure. To advance and promote innovation in IB education, CU CIBER will support research on Internationalization

Pedagogy in IB, language, and culture. Altogether, CU CIBER's research program leverages its core research competencies and strong partnership with the business community to advance ongoing research in IB, IE, Language and Culture Studies, and related fields, inform the practice of IB, and build US capacity to compete more effectively in the global marketplace. (See Att IV-4 for Selected Faculty Research).

**D. PROJECT HAS SPECIFIED MEASURABLE GOALS AND OUTCOMES THAT WILL BUILD CAPACITY BEYOND THE GRANT PERIOD**

CU CIBER has planned and designed specific program objectives and 45 education, research and outreach activities to achieve grant objectives and Title VI goals, and yield measurable outputs, outcomes and immediate as well as long-range impacts. These performance metrics will monitor progress and yield information enabling real-time adjustments, as needed. This assessment process and continuous improvement model will allow CU CIBER activities to build capacity beyond the grant period: (1) students with IB competency will be better prepared to gain meaningful IB employment that has impact on US competitiveness; (2) IB professionals will have the knowledge and skills to compete and work in an increasingly digital global economy; (3) SMEs and entrepreneurs will be better trained to expand internationally; (4) faculty at CU Denver, CU Boulder, and CU Colorado Springs, MSIs, and CCs will be better trained to serve future students; (5) doctoral students will be better prepared to teach the international dimensions of their disciplines; (6) veterans and military students at CU and CCs in Colorado will have expanded opportunities to pursue jobs in IB; and (7) IB and US competitiveness research will provide actionable recommendations that create long-term benefits for US firms.

**4. QUALITY OF THE MANAGEMENT PLAN**

The plan is adequate to achieve objectives, including being on time, within budget, and with defined responsibilities.

**A. HOW CIBER OPERATES AT CU DENVER**

The Institute for International Business (IIB) is home to CU CIBER. Institutes at CU are university-wide resources that operate independently of academic units and are on one of the four campuses. The IIB is located on the CU Denver campus. It reports to and is funded by CU Denver's Office of the Provost and Vice Chancellor for Academic and Student Affairs. The placement of CU CIBER at a university-wide institute, unique among CIBERs, has been instrumental in its success in securing multi-campus and multi-disciplinary collaboration.

In addition, the IIB draws support from multiple academic units at CU. It is most closely allied with the Business School at CU Denver. The IIB's Faculty Director is a tenured IB faculty member at CU Denver's Business School. CU Denver Business School faculty comprise the majority of the activity leaders that will implement CIBER initiatives for the IIB.

**B. CLEARLY DEFINED RESPONSIBILITIES**

The IIB will implement and manage CU CIBER activities for the 2018-2022 grant period. Att V-1 provides CU CIBER's Organizational Chart. Dr. Manuel Serapio, Faculty Director of the IIB, will be responsible for the overall leadership and administration of CU CIBER. Ms. Nancy Vega, IIB Assistant Director, will be responsible for CIBER program management. Ms. Melanie Ellison, IIB Program and Grants Administration Manager will oversee program logistics and financial reporting. CU CIBER has appointed a faculty lead for each of the education, research, and outreach activities, namely: Dr. Jahangir Karimi (Education activities), Dr. Wayne Cascio (Research activities), and Ms. Merrily Kautt (Outreach and Internship activities). Each of CU's four campuses has a designated CIBER faculty champion: Dr. John Ruhnka-Denver, Dr. Manuel Laguna-Boulder, Dr. Carol Finnegan-Colorado Springs, and Dr. Blair Gifford-Anschutz Medical Campus.

### **C. THE MANAGEMENT PLAN**

CU CIBER has prepared a management plan that provides a detailed four-year timeline including planning and implementation for each activity and key milestones for selected activities (See Att V-2 Management Plan: Planning, Implementation, and Milestones). The management plan is precise with clearly delineated responsibilities, deliverables, and outcome metrics for each activity. Each activity has a designated leader (See Table in Att V-3 Management Plan: CU CIBER Management and Activity Leaders). The activity leader, faculty leader, and CU CIBER Faculty Director will work jointly in setting objectives, deliverables, evaluation metrics, implementation plans and timelines using established protocols of the CIBER program. Section 7 Quality of Project Evaluation provides more details on CU CIBER's evaluation approach and methods.

The management plan ensures that CU CIBER's proposed activities are adequately funded. The Budget Narrative Attachment and Attachment VII-1 CU CIBER Budget Notes provide a detailed activity budget for each year indicating funds requested from the Department of Education and matching funds provided by CU.

### **D. IMPORTANT SUPPORT FROM IIB ADVISORY BOARD MEMBERS, CU CIBER ADVISORY COUNCIL MEMBERS, AND PARTNER COMPANIES**

IIB board member companies and business partners have been instrumental in CU CIBER's past successes. Many of the IIB board members serve concurrently on the CIBER Advisory Council. CU CIBER's Faculty Director meets regularly with individual board members, and the CU CIBER Advisory Council convenes a board meeting at least once a year. For this grant period, board member and partner companies will provide important support to CU CIBER activities, including: (1) design and development of Global E-Commerce Specialization; (2) support of CIBERVets, including providing internships; (3) participation in Global Research

Collaboratories; (4) participation in CU CIBER Subscription Program as launch customers; (5) co-sponsorship of a national business conference; and (6) service as speakers at RMCIBER conferences and International Executive Roundtables. Attachment IV-5 Key Business Support highlights key support from board members and partner companies.

## **5. QUALITY OF PROJECT PERSONNEL**

### **A. QUALIFICATIONS OF THE PROJECT DIRECTOR AND PI MEET THE NEEDS OF THE PROJECT**

Dr. Manuel G. Serapio (PhD, IB, University of Illinois at Urbana-Champaign), Faculty Director of the Institute for International Business, will be the project director and principal investigator (PI) for CU CIBER (60% time-9mos AY; and 66% time-3mos summer).

Dr. Serapio served as President (2011), executive committee member (2010-2012, 2014-present), and Treasurer (2014-present) of the Association of International Business Education and Research—the association of 17 CIBERs. He also served as an officer of the Association of Japanese Business Studies and is an AIB member.

Dr. Serapio has extensive experience in grant administration. He served as PI for several grants from the US Department of Commerce, Japan-US Friendship Commission, Asia-Pacific Economic Cooperation, US Office of Naval Research, and Canadian International Trade Office. Dr. Serapio has developed 60+ IB leadership programs for CU, the University of Hawaii (Pacific Asian Management Institute), the University of Illinois, as well as for 20+ companies including Starbucks Coffee International, IBM, Western Union, Molson Coors, and First Data.

Professor Serapio is co-author of a forthcoming book in IE (Edward Elgar, in press), was the SME and Born Global Track Chair at a recent AIB Annual Meeting and has trained more than 170 US and international faculty in CU CIBER's IE faculty development workshops.

Professor Serapio is Associate Professor and IB Program Director at CU Denver's

Business School where he has won three Outstanding Teacher Awards. His research has been published in *Entrepreneurship Theory and Practice*, *Management International Review*, *Research Policy*, *Organizational Dynamics*, *Academy of Management Executive*, and other journals.

**B. QUALIFICATIONS OF KEY PERSONNEL MEET PROJECT NEEDS**

CU CIBER relies on a well-respected team of 20+ international educators, researchers, and administrators with significant educational, research, outreach, and IB project management experience. (See Att VI CU CIBER Resumes).

**Dr. Kathleen Bollard** (PhD, Comparative Literature, UC Berkeley), Associate Dean for Faculty and Staff Affairs and Associate Professor of Spanish, will oversee CU CIBER's multi-campus collaboration on least commonly taught languages and co-lead the Seal of Biliteracy program.

**Dr. Wayne Cascio** (PhD, Industrial and Organizational Psychology, University of Rochester), Professor of Management and International Business, Reynolds Chair in Global Leadership, and CU Distinguished Professor, has authored 33 books and more than 70 articles. He is an editor of the *Journal of International Business Studies* and a senior editor of the *Journal of World Business*. Dr. Cascio will serve as faculty lead overseeing research activities, conducting research on Rethinking Work, and leading the IB Learning at Lynda.com initiative.

**Ms. Melanie Ellison**, IIB Program and Grants Administration Manager has worked for the IIB for 15+ years. She will provide project management, logistics, and financial reporting support. Ms. Ellison has extensive experience supporting CIBER programs including overseas FDIBs.

**Dr. Carol Finnegan** (PhD, Retailing, Michigan State University), Associate Professor of Marketing and IB, CU Colorado Springs will coordinate CU CIBER's partnerships at CU Colorado Springs and conduct research and course development on global e-commerce.

**Nicholas Hamilton-Archer** (MPA, George Mason University), Executive Director, CU Executive MBA Program, will implement CU CIBER's Subscription Program, Changing Context of Global Business workshops, and international field studies for the EMBA Program.

**Dr. Jahangir Karimi** (PhD, Information Systems), Professor of Information Systems and Associate Dean, has worked extensively in disruptive innovations. He will coordinate CU CIBER's digital globalization program and serve as the lead faculty for educational initiatives.

**Merrily Kautt** (MPA, Public Affairs, CU Denver), Instructor in International Business, CU Denver, and former State Representative for Colorado's Office of Economic Development and International Trade, will oversee CU CIBER's outreach and professional collaboration initiatives and establish IB consulting projects and internships.

**Dr. Jiban Khuntia** (PhD, University of Maryland, College Park), Assistant Professor of Information Systems, has expertise in corporate global digital strategies. He will work on the GRC research on disruptive technologies and oversee CU CIBER's collaboration with community colleges on digital globalization initiatives.

**Dr. Manuel Laguna** (PhD, Operations Research and Industrial Engineering, University of Texas at Austin), Media One Professor of Management Science and Director of Global Initiatives, Leeds School of Business, CU Boulder, will coordinate CU CIBER partnerships at CU Boulder, oversee the freshman Global Experience, and help with global supply chain course development.

**Dr. Jingting Liu** (PhD, Georgia State University, Marketing), Assistant Professor of International Business (incoming August 2018), will co-lead the Hangzhou field study and training workshop and conduct research on market, product, technology learning and innovation.

**Dr. Mary Long** (PhD, Romance Languages and Literature, Princeton University), Director, Spanish for the Professions, CU Boulder, will lead language for specific purposes initiatives and

coordinate the International Symposium of Language for Specific Purposes.

**Dr. Carol Miller** (PhD, Marketing, Colorado State University), Program Chair, Business Department, Community College of Denver (CCD), will facilitate joint CU CIBER-CCD course development on digital globalization and coordinate with Colorado CCs.

**Dr. John Ruhnka** (LLM, Cambridge University; JD, Yale University), Professor of Business Law, International Business, and Entrepreneurship, has published in *Journal of Business Venturing*, *Harvard Business Review*, and *Journal of Business Ethics*. He will lead the IB Fellows Program and coordinate the activities of CU Denver faculty involved with CIBER.

**Nancy Vega** (MBA, IB, CU Denver), IIB Assistant Director, has more than 12 years of experience implementing international programs and working with faculty and students on international business projects. She will manage CIBER, take the lead in RMCIBER, plan overseas FDIBs, and co-lead CIBERVets.

**C. UNDERREPRESENTED APPLICANTS ENCOURAGED TO APPLY FOR EMPLOYMENT**

CU Denver has a strong record of encouraging diversity and inclusiveness. It is strongly committed to including underserved populations in its workforce and community, ensuring that a broad array of experiences and world views inform teaching, research, and outreach activities. Its staff is 28% minority; its faculty 20%. The university continuously improves diversity and inclusiveness through its recruitment, retention, and advancement efforts, as well as through training facilitated by the Associate Vice Chancellor for Diversity and Inclusion, annual best practice seminars, and diversity grants. Over a third of CU Denver faculty working on CU CIBER initiatives are minorities; faculty outside of CU Denver who will teach and participate in CU CIBER activities are also highly representative of minorities, including those from community colleges, TCUs, HBCUs, and HSIs.

## **6. ADEQUACY OF RESOURCES**

### **A. THE PROPOSED PROJECT COSTS ARE REASONABLE IN RELATION TO THE OBJECTIVES, DESIGN, AND SIGNIFICANCE OF THE PROJECT**

CU CIBER will implement its 45 activities in a cost effective and efficient manner, building on the IIB's 30 years of successful IB program implementation and leveraging the expertise of the CIBER management team. Many activities complement previously developed initiatives, many will be scaled to partner schools, many are focused on multiple audiences, and many are targeted to faculty who in turn impact a large number of students. The activities will also be expanded through numerous collaborations with other educational organizations, regional and national businesses and government bodies.

The budget is delineated on Form ED 524 Standard, the Budget Narrative Attachment, and Att VII Budget Notes. CU is requesting \$ 1,393,451 from the US Department of Education for the four-year grant period, \$348,735 in Yr1. For the proposed 4-year grant ED funding will be matched by CU Denver at a rate of about 110% or \$1,559,461. In Yr1 the CU Denver match will total \$380,810 including \$352,602 in direct costs (key project personnel, other personnel, fringe benefits, travel, faculty grants for activity program development, and other activity costs).

Non-CIBER resources critical to CU CIBER program success, but not identified as official matches in the proposal's budget documents include conference co-sponsorships by business and academic collaborators, extensive CU faculty and administrator time and expertise, meeting space and program staff time from partner institutions, departmental research grants, cost for technology-based instruction and webcasts, and business executives' time to participate in outreach activities. Several organizations have agreed to collaborate with CU CIBER during the grant cycle. (See Att VII-1 Budget Notes, Att III-3 CU CIBER National Collaborations and Impacts, Att III-4 Colorado Collaborations and Impacts, Att III-5 CU CIBER University-wide

Collaborations and Impacts.)

**B. CU WILL PROVIDE ADEQUATE PROGRAM SUPPORT THROUGH FACILITIES, EQUIPMENT, SUPPLIES, AND RESOURCES**

CU is a world-class university with adequate resources to support the implementation of CU CIBER's 45 activities (See Att III-7 CU Capacity).

**University of Colorado (CU).** CU is a premier educational system comprised of four campuses: CU Denver, CU Boulder, CU Colorado Springs, and CU Anschutz Medical Campus. It has 7224 faculty, 65,000+ students, awards 15,000+ degrees each year, has an annual operating budget of \$4.11 billion, and has \$1.03 billion in research funding. Its community includes 5 Nobel Laureates, 10 MacArthur Foundation Genius Fellows, 19 alumni astronauts, and 19 Rhodes scholars.

CU is a nationally recognized and ranked institution and is one of 35 members of the Association of American Universities. In 2016-2017, the Denver and Boulder campuses received US federal funding of \$660 million+, placing CU 6<sup>th</sup> among the Top 10 recipients of US federal funding. It ranked 2<sup>nd</sup> in funding from NASA, 13<sup>th</sup>-NSF, 17<sup>th</sup> Department of Energy, 38<sup>th</sup> Department of Defense, and 4<sup>th</sup> other government agencies.

CU faculty has close access to and long-term collaboration with four renowned national laboratories: National Renewable Energy Laboratory, National Institute of Standards and Technology, Oceanic and Atmospheric Research, and National Oceanic and Atmospheric Administration. The Denver and Boulder campuses are hubs for science, technology and international entrepreneurship. Since 2015, CU Technology Transfer has registered 200+ invention disclosures, 113 new patent filings, and 212 follow-on filings.

CU is home to 213 institutes and centers, including several that are actively engaged in global studies and foreign language study, including the Center for Asian Studies, Colorado

European Union Center for Excellence, Center for Global Health, Carl McGuire Center for International Studies, and the Anderson Language and Technology Center. Modern languages offerings include Arabic, Catalan, Chinese, Danish, Farsi, French, German, Greek, Hebrew, Hindi/Urdu, Indonesian, Italian, Japanese, Korean, Portuguese, Russian, Spanish, and Swedish. CU offers 200+ study abroad and international field study programs each year.

**University of Colorado Denver.** CU Denver is a dynamic urban research university with 4100+ faculty, 19,000+ degree-seeking students from 50 states and 70 countries, and awards 5,000+ degrees annually. Its 13 schools and colleges offer 140 programs. In 2017, CU Denver received federal and private research awards of more than \$500 million.

Minority students constitute a large part of the student body, including 36% of CU Denver's total undergraduate enrollment. CU Denver hosts 500+ international faculty and scholars, 1,100+ students from 70 countries, and offers 30+ global study programs in 27 countries. CU Denver is one of a few US universities with a China campus—International College of Beijing at China Agricultural University (CAU)—where students from CU's four campuses and other US universities can earn a dual degree. Its joint program with CAU is the first of its kind approved by the Chinese Ministry of Education and is currently celebrating its 24<sup>th</sup> year of partnership.

CU CIBER is housed at the Institute for International Business (IIB) at CU Denver. Established by the CU Regents in 1988, the IIB is a university-wide educational resource for CU faculty, students, and the business community. The IIB provides CU CIBER with administrative and academic offices, meeting rooms, and other facilities (equipment, supplies, technology resources, etc.) within CU Denver's modern 120,000 square foot Business School building located in the heart of Denver's business district. Members of the IIB's Advisory Board,

composed of 20+ CEOs, Chief International Officers, senior executives (including CU alumni), and founders of international ventures, concurrently serve on CU CIBER's Advisory Council and lend the IIB and CU CIBER diverse support including co-hosting and speaking at research conferences, sponsoring GRC projects, and providing internships to CU students.

**Business School.** CU Denver Business School is the largest graduate business school in the region, with 1000+ graduate and 1400+ undergraduate students. Its AACSB accredited programs include the BS in Business Administration in 11 functional areas (including International Business), 5 MBA programs, 10 MS degrees (including the only MS in International Business in Colorado), and a PhD in Computer Science/Information Systems. Many courses are offered online. More than 12 faculty members teach in the IB programs.

Among the top urban research schools in the US, CU's Business School faculty has been recognized for the research productivity of its faculty. For example, a recent Texas A&M/University of Georgia Rankings of Management Department, ranked the Business School's Management Department (which includes three IB faculty) as tied for 25th in faculty research productivity nationwide, and CU's EMBA in Health Administration and MBA in Health Administration ranked 17<sup>th</sup> and 22<sup>nd</sup>, respectively (*US News and World Report*).

What also sets CU Denver Business School apart is its deep ties to industry. It has nationally recognized Centers of Excellence which will partner with CU CIBER on several initiatives: The Jake Jabs Center for Entrepreneurship (International Entrepreneurship), the Center for Information Technology and Innovation (Digital Globalization), the JP Morgan Center for Commodities (Global Supply Chain), and Risk Management and Insurance Program (Cybersecurity).

**Other Resources (Technology and Library).** Located in one of the country's major

telecommunication industry hubs, CU Denver is a pioneer in leveraging technology to deliver educational programs. CU Online, CU's integrated educational technology platform, offers a suite of online programs including 13 online Bachelor of Arts degrees, 22 graduate degrees, 23 certificate programs, and 450+ online courses. Its Massive Open Online Courses, developed and offered with Coursera, include 70+ courses taught by 50 faculty members from 17 departments and programs. To date, CU's MOOCs have trained 1.9 million+ participants from 194 countries. CU Denver's Office of Information and Technology (OIT) provides comprehensive technology services. Among others, OIT will support key CU CIBER's activities including the Subscription Program, Mini School and RMCIBER Webcasts, and IB online courses.

CU Denver's Auraria Library is the only tri-institutional academic library in the nation and serves 45,000 students at CU Denver, Community College of Denver, and Metropolitan State University of Denver. Its collections include 632,000 print books, 296,000 e-books, 172,000 e-journals, 30,000 streaming videos, hundreds of online databases, and 30 million more resources available through interlibrary loan.

## **7. QUALITY OF PROJECT EVALUATION**

CU CIBER will use a comprehensive evaluation plan to assess progress toward and ultimate achievement of project goals. CU CIBER's evaluation will revolve around "Seizing the Five Opportunities in International Business Education," noted at the beginning and described throughout this proposal: (a) Digital Globalization—Preparing students, and current and future practitioners to compete in the new digitized economy; (b) Disruption—Finding ways for US companies and exporters to extract opportunities in this age of technological and geopolitical disruption; (3) International Entrepreneurship—Preparing students to think and act more entrepreneurially and strengthening entrepreneurial companies' contributions to increasing US

exports and competitiveness; (4) Inclusion—Engaging a broad populace in a meaningful discussion of issues surrounding globalization and assisting underserved populations in increasing their participation in IB; and (5) Long-Term, Relational, and Continuous Learning in IB—Providing continuous learning opportunities for students and practitioners to stay current with developments and opportunities in IB, international affairs, and related fields.

Formative and summative evaluation methods will be used and findings will be reported using measures required by the Government Performance and Results Act (GPRA). CU CIBER has selected critical data elements that are reported in Att IX-1 Performance Measurement Forms (PMFs). The Performance Measurement Forms set project goals, performance measures, activities, data indicators, and baseline and targets to monitor and evaluate key CU CIBER programs and ensure achievement of program goals. The following describes CU CIBER's Overall Evaluation Plan, including the Evaluation Team, Evaluation Design (Formative and Summative Assessment), Reporting GPRA Measures, and Reporting Outcomes.

**A. EVALUATION TEAM**

CU CIBER has contracted with The Evaluation Center (TEC) in CU Denver's School of Education and Human Development, led by Executive Director Bonnie Walters, to provide an independent evaluation (See Attachment VI Resumes). TEC has extensive experience providing program evaluation to clients from a wide variety of industries, research universities, biomedical centers, K-12 public school systems, and non-profit organizations. TEC's clients include the US Department of Education, the Colorado Department of Education, the National Science Foundation, and the National Institutes of Health.

CU CIBER's engagement of TEC ensures an independent and credible evaluation. Using its quantitative and qualitative methodology expertise, TEC will assess progress toward project

goals and objectives and provide timely feedback to CU CIBER to inform ongoing program improvement. Dr. Gerardo Ungson, Y.F. Chang Endowed Chair and Professor of International Business, San Francisco State University, will work with the TEC as an external evaluator.

The CU CIBER team will assist TEC and the faculty evaluator by providing them with materials and access to conduct an independent and timely evaluation, including participants' names and contact information, access to activities and events, program materials, and other documents. Semi-annual meetings will be scheduled with TEC evaluators. Dr. Ungson will be invited to visit Denver and meet with TEC and the CU CIBER team on Yr1 and Yr4.

## **B. EVALUATION DESIGN**

CU CIBER will conduct formative and summative evaluation using multiple data collection and analysis methods. Att VIII-1 provides the evaluation matrix, including methods and indicators of success within each of the fundamental program areas of education, research, and outreach.

### **FORMATIVE ASSESSMENT**

Evaluators will provide timely and actionable findings to inform ongoing program improvement using multiple data collection and analysis methods. These include exit surveys of CU CIBER program participants (MSIB Global E-Commerce Specialization, CU CIBER Subscription Program, IB Fellows Program, CIBERVets, Faculty Development in IE, China FDIB, TCU programs); interviews with program leaders, stakeholders, and participants; and review of enrollment, program completion, and employment documents. Dr. Ungson will facilitate formative assessment by reviewing program material and reports, course syllabi, and conference/symposium agenda. TEC will create and update program dashboards to facilitate program tracking and reporting, and provide timely, responsive feedback of the status of CIBER

activities related to their intended objectives and outcomes.

## **SUMMATIVE ASSESSMENT**

Evaluators will provide summative assessment by examining three questions across all initiatives and over time, questions designed to answer the extent to which CIBER is fulfilling the Statutory Purposes and achieving the intended outcomes of the grant award.

**Question 1: What evidence exists that CU CIBER’s work influences student global competency?** Evaluators will qualitatively and quantitatively examine the degree to which participation in key CIBER activities influences the global competence of students. Qualitative evaluation will come from surveys, interviews, and focus groups with CU students, veterans and military students, and MSI and CC students. Qualitative data will also come from interviews and surveys of key stakeholders, including CU CIBER faculty and staff, CCD and TCU faculty, and employers. Quantitative data will come from an annual employment and salary survey conducted jointly with CU Denver’s Business School, IFLE data, LinkedIn Groups, follow-up surveys, and students participating in CU CIBER programs, including Global E-Commerce Specialization courses, CIBERVets, Language for Specific Purposes courses, CU CIBER Subscription Program, IB and IE Consulting Projects, and IB Internships.

**Question 2: What evidence exists that CU CIBER’s work impacts research related to IB and US competitiveness?** Evaluators will assess the summative outcomes of CU CIBER research activities in advancing the field of IB, IE, and related fields by measuring research outputs (articles and cases published, submissions and working papers produced, conference presentations), journal placements (publication in ranked journals), and research impact (journal and press citations). The summative outcomes from Global Research Collaboratories will be assessed through recommendations from the research; dissemination of findings through

workshops and publications; interviews and survey with business, academic, and student participants; and participation, engagement, and post-program evaluation from project sponsors.

**Question 3: To what extent do CU CIBER’s outreach and collaboration initiatives meet the IB education and training needs of business practitioners, faculty, and other stakeholders?** Evaluators will use a post-program participants survey to assess the impact of CU CIBER’s outreach activities and will learn both the benefits participants report and how new learning and information will be incorporated in professional practice. For academic partners, evaluators will examine how faculty development programs have facilitated the development of new courses, enhanced the internationalization content of existing courses, and stimulated research in international business, language and culture studies, and related fields. For business partners, evaluators will assess how practitioners are taking advantage of opportunities to keep up to date with developments in IB, how these programs are creating enhanced opportunities for IB knowledge sharing and networking among participants, and how the information gained from these sessions is helping enrich business practice and contributing to business expansion and improved outcomes in the international arena. For TCU, MSI, and CC partners, evaluators will conduct a summative evaluation of how collaboration with CU CIBER has led to the internationalization of their curriculum, programs, and faculty.

**C. REPORTING GPRA MEASURES**

CU CIBER will assess the effectiveness of its programs and report the required GPRA measures. The table on the proceeding page lists each of the GPRA measures, the associated CU CIBER activities that contribute to advancing each GPRA measure, and the data methodology and sources to be used to track each measure.

## GPRA MEASURES

Measure#	Measure	CU CIBER Activities	Data Source Methods
Measure 1	% of CIBE program participants who advanced in their professional field 2 years after their participation, measured by IFLE Tracking Survey	A1, A2, A3, A4, A8, A9, A11, A12, A13, A17	-> Institutional Resource data, Alumni data, LinkedIn information. -> Annual alumni survey, graduation cohort survey, self-reports, tracking via LinkedIn
Measure 2	% of CIBE projects that established or internationalized a concentration, degree, or professional program with a focus on or connection to IB over the course of the CIBE grant period	A1, A2, A3, A4, A8, A11, A12, A13, A14, A15, A17	-> Institutional Resource data, Reports from Office of International Affairs, annual IRIS data report, AIBER reports, FDIB participant reports. -> Surveys, data collection for annual reporting, self-reports.
Measure 3	% of CIBE projects whose business participants increased export activities	A1, A2, A5, A6, A18, A19, A20, A23, A27, A32, A34, A35, A43, A44	-> Company reports, trade statistics, other information sources (e.g. WTC, US Department of Commerce data) -> Company surveys, secondary research, company self-reports.
Efficiency Measure:	Cost per CIBE Doctoral or Master's graduate employed in IB-related fields within 8 years after graduation, measured by IFLE Tracking Survey	A1, A2, A3, A4, A12	-> Institutional Resource data, Alumni data -> PhD and Master's cohort survey

## D. REPORTING OUTCOMES

CU CIBER will prepare and provide reports to multiple stakeholders: (a) US Department of Education: annual IRIS Data Report summarizing key performance data and statistics (IB and language courses, students, faculty, existing and new programs, degrees awarded, placements, collaborations, events, research, travel, and expenditures); semi-annual IRIS Narrative Reports to summarize accomplishments; final performance report at the project period; and other reports; (b) CU Denver: annual report to Office of the Provost and Vice Chancellor for Academic and Student Affairs on end-of-year accomplishments and plans for the coming year; (c) CIBER Advisory Council: annual report on program initiatives and meetings with key members to report on selected initiatives; and (d) Association of International Business Education and Research: data to longitudinally track IB activities over the CIBER program's history.

## **8. COMPETITIVE PREFERENCE PRIORITY 1: BUSINESS COLLABORATION**

CU CIBER will leverage its locational advantages and CU's deep ties to business and industry in addressing Competitive Preference Priority 1. At CU CIBER, we have organized our business collaborations into an integrated framework called Pathways to International Internships and Employment (PIIE). PIIE provides an effective mechanism for creating pathways for students to international consulting projects, internships and jobs. Attachment III-6 shows PIIE's student beneficiary groups (CU, CC, and MSI students), multiple professional association and company collaborators (80+ partners from Advisory Board members, World Trade Center companies, Posner Center companies, and others), PIIE pathway programs (Internship, IB Consulting Projects), and targeted internship and job placement outcomes for students.

More than a dozen of CU CIBER's proposed activities feature internship and consulting project opportunities, including: (a) internship projects and training workshops on global e-commerce (Activity A2); (b) IB Career Choice internships and jobs in global supply chain and logistics for VMS (A3, A4); (c) CCD internships in foreign-owned companies in Colorado (A8); (d) International Entrepreneurship internships in the new One-Year MBA program (A12); (e) GRC internships (A18-A20); and (f) Export and Consulting Projects for High-Potential Companies (See Att III-9 Competitive Priority 1: Business Collaborations).

CU CIBER has designated Merrily Kautt, Instructor of IB at CU Denver, to oversee PIIE's implementation and ensure success. Ms. Kautt served as a senior official at Colorado's Office of Economic Development and International Trade, is a board member of the World Trade Center and other international organizations and is well regarded in Colorado's international trade and IB community. CU CIBER will also collaborate with the internship and placement offices at CU's four campuses and CCD to help administer the program.

## **9. COMPETITIVE PREFERENCE PRIORITY 2: CC/MSI COLLABORATION**

CU CIBER will collaborate with Minority Serving Institutions (MSIs) and CCs on programs to advance international education in these institutions by incorporating international business, intercultural, and international entrepreneurial dimensions into their curricula.

Seventeen proposed activities (3 Education, 3 Research, and 11 Outreach) relate to collaboration with CCs and MSIs including: (a) infusing digital globalization content into the curricula of CCD and other CCs in Colorado (Activity A8); (b) enhancing access of VMS from Colorado CCs into CIBERVets and other internationalization activities at CU Denver; (c) supporting international pedagogy research impacting CCs (A28-A30); (d) supporting CC and MSI faculty participation in FDIBs (A31, A39, A40); (e) engaging CCs and MSIs in RMCIBER Network initiatives; and (f) leading international entrepreneurial initiatives in the CIBER MSI Consortium (A42). See Att II-2 for CCD President Freeman's Letter of Support of CU CIBER.

CU CIBER's collaboration with MSIs will impact HBCUs, HSIs, and TCUs. In particular, CU CIBER is proud to be invited by AIHEC to be its key partner in their internationalization efforts for their 38 TCU member institutions. Since many TCUs are underserved among MSIs, CU CIBER's work with them represents a significant contribution in enhancing the internationalization of their curricula, faculty, and students.

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### **Endnotes:**

- 1 McKinsey Global Institute, *Digital Globalization: The New Era of Global Flows*, McKinsey & Company, March 2016, Executive Summary, p. 1.
- 2 International Post Corporation, *State of E-Commerce: Global Outlook 2016-2021*, Retrieved May 3, 2018; eMarketer, Cainiao, *The 21st Century Spice Trade: A Guide to the Cross-Border E Commerce Opportunity* by DHL, December 2016
- 3 International Post Corporation, *State of E-commerce: Global Outlook 2016-2021*, Retrieved May 3, 2018
- 4 AACSB, *A Collective Vision for Business Education*, 2016, p. 8.
- 5 Sara Salinas and Jon Fortt, *China-US Relations Will Define the Next 30 years*. CNBC Tech (interview of Microsoft CEO Satya Nadella) May 7, 2018.
- 6 Peter J. Cazamias, *The Big Impact if Small Businesses Would Export*. Blogs.SBA News and Views, December 7, 2017.
- 7 Peter J. Cazamias, *The Big Impact if Small Businesses Would Export*. Blogs.SBA News and Views, December 7, 2017.

## Other Attachment File(s)

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**CIBER Advisory Council Members**

The members of the CU CIBER Advisory Council provide a diverse, cross-disciplinary body to shape the programs and outcomes of the CU CIBER. Their divergent experiences and considerable expertise collectively serve as a crucial asset to the CIBER. Many individual members serve as classroom speakers, student mentors, project sponsors, and financial supporters for the Center's programs. Membership on the CU CIBER Advisory Council includes all required representatives per the authorizing legislation:

One representative appointed by the Governor of Colorado

Ms. Michelle Hadwiger, Deputy Director and Director of Global Business Development  
Colorado Office of Economic Development and International Trade

One representative of an administrative department or office of CU Denver

Dr. Rohan Christie-David, Dean, Business School

One faculty representative of the Business School

Dr. Wayne Cascio, Robert Reynolds Chair in Global Leadership

One faculty representative of international studies or foreign language school

Dr. Stephen Thomas, Associate Professor, Political Science, College of Liberal Arts and Sciences

One faculty representative of another professional school or department of the institution

Dr. Blair Gifford, Professor of International Health Management, School of Public Health, Anschutz Medical Center and Management Department, Business School  
Dr. Taisto Makela, Associate Professor of Architecture, Director of Bixler Initiatives, College of Architecture and Planning

One or more representatives of local or regional businesses or firms

Mr. Stephen Barnett, Partner, Arrow Partnership  
Mr. Michael Bearup, Audit Partner, KPMG LLP Denver  
Mr. Eric Drummond, Managing Partner, Baxter Krause  
Mr. Stephen Katsaros, Founder and President, Nokero  
Mr. Ryan Kunisch, Vice President, Forte Information Resources  
Mr. Stephen Maguire, President, St. Charles Investment Company  
Mr. Michael Marranzino, Chief International Officer, Retired, Coors Brewing Company  
Mr. Larry Oberly, President and CEO, SpeedPro Imaging  
Mr. Bryan Sorge, President, Lat Am Consulting Corp.  
Mr. Nikhil Venkatesh, Co-Founder, Slopejet and Vice President, Rainmaker  
Mr. Brandon Wilcox, Audit Partner, KPMG LLP Denver

## **ADVISORY COUNCIL AND DATES**

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### *University of Colorado Denver*

The authorizing legislation also allows CU Denver to appoint other CIBER Advisory Council members as it deems appropriate.

#### Community College representative

Dr. Carol Miller, Program Chair, Business Department, Community College of Denver

#### Foreign government representative

Mr. Stephen Davis, Trade Commissioner, Consulate General of Canada in Denver

#### Representatives of national/international businesses

Mr. Ian Bird, Senior Vice President & General Counsel, Norican Group ApS

Mr. Sai Gundavelli, CEO, Solix Technologies, Inc.

Mr. Robert Joyce, President and CEO, Norican Group ApS

Mr. Dennis Leonard, Vice President, Human Resources, Arrow Electronics

Mr. Mike Petschel, Country Manager Asia Pacific, Molson Coors International

Mr. William Soteroff, Vice President, Keller Williams Worldwide

Mr. Henry Tsuei, Managing Director, Asia UATP

#### Other higher education institutions

Dr. Angelica Bahl, Professor of Marketing, College of Business, Metropolitan State University of Denver

Dr. Carol Finnegan, Associate Professor of Marketing, College of Business and Administration, CU Colorado Springs

Dr. Manuel Laguna, Media One Professor of Management Science, Leeds School of Business, CU Boulder

Dr. Mary Long, Program Director, International Spanish for the Professions, CU Boulder

Dr. Timothy Oakes, Director, Center for Asian Studies, CU Boulder

#### Additional CU Denver Business School representatives

Dr. Lawrence Cunningham, Professor of Marketing

Dr. Jahangir Karimi, Professor, Director of Information Systems

Dr. Madhavan Parthasarathy, Director, Jake Jabs Center for Entrepreneurship

Dr. John Ruhnka, Professor of International Business and Management

Dr. Clifford Young, Associate Dean of Faculty

#### Individuals from other CU Denver departments

Mr. Patrick Browne, Director, Veteran & Military Student Services

Dr. Kathleen Bollard, Associate Professor of Spanish, College of Liberal Arts and Sciences

## **ADVISORY COUNCIL AND DATES**

*University of Colorado Denver*

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Individuals from other CU Denver departments (continued)

Mr. Nicholas Hamilton-Archer, Executive Director, Executive Programs

Mr. John Sunnysgard, Executive Director, Office of International Affairs

Dr. Inge Wefes, Associate Dean, Graduate School

CU CIBER staff members

Mr. Ji Chen, Faculty Coordinator of China Initiatives

Mrs. Melanie Ellison, Manager of IIB Programs and Grant Administration

Ms. Merrily Kautt, Faculty Coordinator of Outreach and Internships

Dr. Manuel Serapio, Faculty Director

Mrs. Nancy Vega, Assistant Director

### **Establishment Date for the Center Advisory Council**

The Center Advisory Council was officially established on October 30, 1992, prior to its first successful application for a CIBER grant, submitted on October 1, 1993.

### **Extensive Planning Prior to CIBER Designation**

The Institute for International Business (IIB) conducted extensive planning concerning the scope of the center's activities and design of its programs, beginning in 1988. In fall 1989, a CIBER planning group was appointed that worked on an unsuccessful 1990 CIBER proposal. In 1990, a task force on internationalization was established that met regularly. October 30, 1992 a newly formed Center Advisory Council had its first of several meetings to review initiatives for a 1993 CIBER proposal; this proposal culminated in a CIBER award.

### **Annual CIBER Advisory Council Meetings**

The CU CIBER Advisory Council meets annually to plan, provide advice, and evaluate CIBER activities. Past meeting dates follow. In addition, the CU CIBER staff meets frequently with individual members and groups of members to solicit direction and advice for CIBER initiatives.

August 29, 2017

April 20, 2016

April 21, 2015

September 16, 2014

September 30, 2013

September 5, 2012

September 6, 2011

May 5, 2010

May 29, 2009

May 7, 2008

May 9, 2007

May 10, 2006

April 20, 2005

May 12, 2004

May 2, 2003

April 30, 2002

April 3, 2001

April 26, 2000

April 30, 1999

April 1, 1998

March 10, 1997

June 12, 1996

September 5, 1995

February 13, 1995

July 21, 1994

November 29, 1993

## **ADVISORY COUNCIL AND DATES**

*University of Colorado Denver*

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### **Dates of Comprehensive Planning Meetings for the 2018-2022 CIBER Grant Proposal with CU CIBER Advisory Council Members and others**

May 30, 2018	February 15, 2018	September 26, 2017
May 22, 2018	February 8, 2018	September 14, 2017
May 10, 2018	February 7, 2018	September 12, 2017
May 9, 2018	February 6, 2018	August 29, 2017
May 7, 2018	February 5, 2018	August 21, 2017
May 4, 2018	February 1, 2018	August 19, 2017
May 2, 2018	January 31, 2018	August 18, 2017
April 27, 2018	January 30, 2018	August 16, 2017
April 24, 2018	January 9, 2018	July 6, 2017
April 23, 2018	December 15, 2017	June 20, 2017
April 19, 2018	December 6, 2017	April 27, 2017
April 14, 2018	December 4, 2017	April 1, 2017
April 16, 2018	November 7, 2017	February 9, 2017
March 28, 2018	October 31, 2017	January 11, 2017
March 14, 2018	October 25, 2017	January 6, 2017
March 13, 2018	September 29, 2017	January 5, 2017
February 22, 2018	September 28, 2017	

**CIBE Assurance Form**

**INSTRUCTIONS: Applicants are required to provide the following assurance. This assurance form must be signed by the authorized representatives of the applicant. Upload this form as item #2 in the Other Narrative Attachment Form section of the e-application.**

The applicant hereby assures and certifies that:

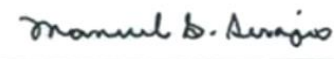
1. In addition to conducting the extensive planning activities required under the eligibility section of the statute, the Center Advisory Council shall meet not less than once a year after the establishment of the Center to assess and advise on the programs and activities conducted by the Center;
2. There shall be ongoing collaboration in the establishment and operation of the Center by faculty of the business, management, foreign language, international studies and other professional schools or departments, as appropriate;
3. The education and training programs of the Center will be open to students concentrating in each of these respective areas, as appropriate, and that diverse perspectives will be made available to students in these programs.
4. The applicant will use the assistance provided under this program to supplement and not to supplant activities already being conducted by the applicant.

Soumontha Chanthaphonh, Manager, PreAward, Grants and Contracts  
Name and Title of Authorized Representative

  
Signature

6/8/18  
Date

Principal Investigator

  
Signature

6/8/2018  
Date

# STATE OF COLORADO

**OFFICE OF THE GOVERNOR**

136 State Capitol Building  
Denver, Colorado 80203  
(303) 866 - 2471  
(303) 866 - 2003 fax



**John W. Hickenlooper**  
Governor

May 17<sup>th</sup>, 2018

The Honorable Betsy DeVos  
Secretary of Education  
U.S. Department of Education  
LBJ Department of Education Building  
400 Maryland Avenue, SW  
Washington, DC 20202

Dear Secretary DeVos:

I am writing to request your endorsement of the University of Colorado Denver's grant proposal to be appointed as a Center for International Business Education and Research (CIBER). CU Denver was first awarded CIBER designation in 1993, and continued CIBER funding is critical to its ability to develop and implement important international business education programs for its students, faculty, and business partners.

As the only CIBER in Colorado, CU Denver serves as a critical resource for increasing U.S. global competitiveness, not only for Denver, but throughout Colorado and the Rocky Mountain Region. CIBER funding has been instrumental in designing international business education programs and research agendas for the University of Colorado's four campuses, as well as for other universities and two year colleges in Colorado and in the Rocky Mountain region.

U.S. and Colorado companies, particularly small and medium-sized exporters, stand to benefit from CU CIBER's focused programs on globalization in the digital economy. In addition, CU CIBER's Boots to Suits and CIBERVets programs facilitate Veterans of Military students to transition to jobs and careers in international business.

In line with grant requirements, I would like to name Michelle Hadwiger, Deputy Director of the Office of Economic Development and Trade, and Director of Global Business Development for the State of Colorado, as the Governor's representative on the CIBER Advisory Council. Her expertise and knowledge of Colorado's trade will be a valuable resource for CU Denver and will provide a significant connection between CU Denver CIBER and the State of Colorado's government.

CIBER funding is a vital resource for Colorado's international business development. Thank you for your support of this essential program.

Sincerely,

John W. Hickenlooper  
Governor



University of Colorado  
Denver | Anschutz Medical Campus

May 30, 2018

Dr. Timothy Duvall  
International Foreign Language Education  
U.S. Department of Education  
400 Maryland Avenue, S.W.  
Washington, DC 20202

**Office of the Provost**

Campus Box 137  
1380 Lawrence Street, 14<sup>th</sup> floor  
Denver, CO 80217-3364  
Office: 303.315.2100  
Fax: 303.315.2087

Dear Dr. Duvall:

I am pleased to provide a letter of strong support for the application by the Institute for International Business at the University of Colorado Denver for re-designation as a Center for International Business Education and Research (CIBER).

The University of Colorado Denver is strongly committed to the work of the Institute for International Business as a CIBER, a national center of excellence to advance international business education, research, and outreach. The University of Colorado Denver CIBER is well-positioned to meet the Purposes and Objectives of CIBER's authorizing Title VI Statutes and the U.S. Department of Education's Competitive Preferences Priorities and Invitational Priority. Established in 1988, the Institute for International Business is celebrating its 30th anniversary as the University of Colorado's (CU) champion for international business education and facilitator for interdisciplinary and multi-campus collaboration at CU to advance education in international business, foreign languages, and related fields.

We are excited to support the innovative activities that our CIBER has proposed for this next grant period, particularly education initiatives to better prepare students to compete in the new digitalized global economy, research and outreach promoting international entrepreneurship, expanded internship opportunities for students including our veterans and military students, and novel CU CIBER Subscription and IB Fellows programs that provide long-term and continuous learning in international business for alumni and partner companies.

Past CIBER grants provided our university, faculty, and students with access to timely, relevant programs. Re-designation as a CIBER for the 2018-2022 grant period would significantly advance the global business activities at the University of Colorado, in Colorado, and in our nation.

I am deeply committed to supporting the work of our CIBER. We are very proud of our involvement with the U.S. Department of Education's CIBER program and ask that you continue this invaluable resource at the University of Colorado Denver.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Nairn'.

Roderick Nairn, PhD  
Provost and Executive Vice Chancellor for Academic and Student Affairs



University of Colorado  
Denver

**Office of the Dean  
Business School**

Campus Box 165  
P.O. Box 173364

1475 Lawrence Street  
Denver, CO 80217-3364

o 303.315.8000  
f 303.315.8040

business.ucdenver.edu

May 28, 2018

Dr. Timothy Duvall  
International Foreign Language Education (IFLE)  
US Department of Education  
400 Maryland Avenue, S.W.  
Washington, DC 20202

Dear Dr. Duvall:

The University of Colorado Denver's Business School enthusiastically endorses the application by the Institute for International Business (IB) for a four-year renewal of their designation as a Center for International Business Education and Research (CIBER).

CU CIBER has been an essential partner in the development and implementation of international programs and integrating international content into curricula at the Business School, primarily within the Master of Science in International Business program, the Bachelor of Science in Business Administration, Global Perspectives courses, and international field studies. CU CIBER has also provided support to our faculty who conduct international business (IB) research and funding for them to participate in development programs and workshops to expand their international business knowledge.

In the next four years the CU Denver Business School will work closely with CU CIBER to implement several internationalization priorities and initiatives. These include developing a new graduate specialization in global e-commerce, broadening international entrepreneurial content in our One Year MBA program, developing new partnership programs with foreign university partners, such as Strasbourg University and the National School of Business Management in Sri Lanka, facilitating veterans and military students' participation in IB programs and internships, and an IB Fellows Program for our IB alumni to return to CU Denver Business School to update their knowledge of IB.

About a dozen Business School faculty members have teamed up with CU CIBER to develop an exciting research agenda that will help advance the theory and practice of IB, including Rethinking Work in the Digital Global Economy, Developing Human Resources in the Era of External Intelligence, and Learning from Multi-Market Failures. Our JP Morgan Center for Commodities and the CU CIBER have also proposed a joint symposium of Blockchain in the Commodities Global Supply Chain.

Thank you for your support of international business education through the Centers for International Business Education and Research. We ask that you continue this important resource at the University of Colorado Denver.

Sincerely,

A handwritten signature in black ink that reads "Rohan Christie-David".

Rohan Christie-David, PhD  
Dean



## Office of the President

1111 W. Colfax Ave. | Suite 301 | Denver CO 80204  
Mailing: Campus Box 250 | P.O. Box 173363 | Denver CO 80217-3363  
P 303.352.6786 F 303.556.4602 [www.ccd.edu](http://www.ccd.edu)

May 16, 2018

Dr. Timothy Duvall  
International Foreign Language Education  
U.S. Department of Education  
400 Maryland Avenue, S.W.  
Washington, DC 20202

Dear Dr. Duvall:

On behalf of The Community College of Denver (CCD), I am writing to express my strong support for the University of Colorado Denver's grant proposal for re-designation as a Center for International Business Education and Research (CIBER) for the grant cycle 2018 through 2022.

We welcome the opportunity to collaborate with the University of Colorado CIBER (CU CIBER) on several proposed initiatives to internationalize CCD's programs, courses, students, and faculty. First, CU CIBER's proposed collaboration with CCD to enhance the digital globalization content of our Introduction to Business, Marketing, and Management courses aligns well with our initiatives to provide students with the knowledge and skills to work in a global economy that is empowered by new and exciting technologies. Dr. Carol Miller, Chair of our Business and Economics Department, will champion this initiative at CCD, and will work with CU CIBER in rolling this activity out to other Colorado Community Colleges (e.g., Front Range CC, Arapahoe CC, Red Rocks CC, and Aurora CC).

Second, CCD is a Hispanic Serving Institution that serves a large base of heritage speakers. CU CIBER's proposal to organize a Career Pathways Networking Day will provide participants in Colorado's Seal of Biliteracy program with increased awareness of the educational opportunities available to them at CCD and CU Denver to advance their language proficiency and learn key applications for specific professional purposes.

Third, CU CIBER will invite veterans and military students at CCD to participate in selected CIBERVets activities, such as international lectures and networking events to facilitate awareness of the international educational opportunities at CU Denver. Finally, CCD Business and Economics faculty will continue to avail themselves of the multiple development workshops, conferences, and overseas field study trips that CU CIBER will organize to enhance community college faculty knowledge, expertise and best practices teaching methodologies in international business.

We deeply appreciate and value the U.S. Department of Education's recognition of the vast need for global business education and opportunities. The University of Colorado's Denver CIBER has provided meaningful contributions to CCD's internationalization efforts in past years and we are excited about the upcoming international initiatives being planned for the next four years that will build upon and significantly extend our capabilities and contributions. We would like to ask that you give a positive consideration to CU CIBER grant proposal to be re-designated as a Center for International Business Education and Research.

Sincerely,

A handwritten signature in black ink, appearing to read 'Everette J. Freeman'.

Everette J. Freeman  
President

Community College of Denver  
Downtown Auraria Campus | Center for Health Sciences at Lowry | Advanced Manufacturing Center  
CCD is an Equal Opportunity Employer | Member of Colorado Community College System

TRIBAL Colleges: *Educating, Engaging, Innovating, Sustaining*

American Indian Higher Education Consortium, 121 Oronoco Street, Alexandria, VA 22314

May 16, 2018

Dr. Timothy Duvall  
US Department of Education  
400 Maryland Avenue SW, Room 258-54  
Washington, DC 20202-4260

Dear Dr. Duvall:

On behalf of AIHEC and our 38 Tribal College and University membership, I strongly endorse the University of Colorado Denver's application for re-designation as a Center for International Business Education and Research (CIBER) for the 2018 through 2022 funding cycle.

AIHEC is the unifying voice of our nation's 38 Tribal Colleges and Universities (TCUs) in 15 states. We influence public policy on American Indian higher education issues through advocacy, research, and program initiatives; promote and strengthen indigenous languages, cultures, communities and tribal nations; and serve member institutions and emerging TCUs. Throughout our partnership with CU CIBER we have seen a genuine commitment from this Center to provide strategic guidance and resources to internationalize students, faculty, and business curricula. For this grant proposal, we have requested CU CIBER to help incorporate global business dimensions (e.g., global supply chain) into our newly launched program, partially funded by the US Department of Energy, to promote advanced manufacturing at TCUs. Additionally, CU CIBER will work with our TCUs in enhancing curriculum development in international business and supporting faculty participation in various international initiatives including RMCIBER conferences, faculty development programs, international field studies, and other internationalization activities.

We are excited to continue working with the University of Colorado Denver's CIBER. The initiatives they will implement demonstrate their role as a vital resource in creating economic opportunity in Indian country and in engaging the indigenous population in driving US competitiveness globally. Therefore, we are pleased to support the University of Colorado Denver in their application to be re-designated as a CIBER and we sincerely look forward to working with them to increase global dimensions and entrepreneurship opportunities for TCUs, American Indian students, their communities, and our nation.

Sincerely,

A handwritten signature in blue ink, appearing to read "Al Kuslikis".

Al Kuslikis  
Senior Associate, Strategic Initiatives





May 16, 2018

The Honorable Betsy DeVos  
Secretary of Education  
U.S. Department of Education  
LBJ Education Building  
400 Maryland Avenue, SW  
Washington, DC 20202

Dear Secretary DeVos:

As members of the Rocky Mountain CIBER Network (RMCIBER), we wholeheartedly support the grant proposals of the University of Colorado Denver (CU Denver) and Brigham Young University (BYU) to be re-designated as Centers for International Business Education and Research (CIBERs).

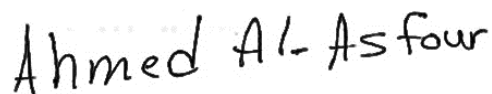
The RMCIBER is an impactful network of 45 educational institutions located in 10 states in the Rocky Mountain region; 9 of these are community colleges, 5 are Hispanic-Serving Institutions and 6 are Tribal Colleges and Universities. We represent primarily small and rural schools that have limited budgets to independently implement substantial international business initiatives. These initiatives are essential as US companies, workers, and students are seeking the expertise to become effective participants in the opportunities afforded by disruptive innovation and digital globalization.

Together, the CU Denver and BYU CIBERs have led RMCIBER and play a crucial role in building our capacity in international business, foreign language, and culture education. These CIBERs have hosted several regional conferences addressing key international business issues, and advanced, relevant business education methodologies, and providing novel international business knowledge and application strategies. Within RMCIBER we share resources and develop global expertise via professional faculty development programs and foreign study tours, in-depth and diverse CIBER education resources, and networking opportunities with other faculty and institutions facing related opportunities and challenges.

We are sincerely looking forward to the RMCIBER conferences, webcasts, and faculty development programs that CU Denver and BYU CIBERs are including in their grant proposals for FY 2018-2022. Given our years of collaboration, we believe these programs will continue advancing the region's competitiveness and its contributions on both national and international scales.

The University of Colorado Denver and Brigham Young University CIBERs are critical resources for our institutions and for the Rocky Mountain region. We ask for your positive consideration of their re-designations as Centers for International Business Education and Research.

Sincerely,



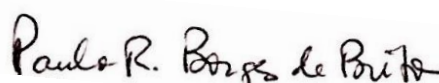
Ahmed Al-Asfour, PhD  
Business Department Chair & Professor  
Oglala Lakota College  
South Dakota



Kathleen Bollard, PhD  
Associate Professor Spanish  
Modern Languages Department  
University of Colorado  
Denver, Colorado




Richard V. Adkisson, PhD  
Garrey E. and Katherine T. Carruthers  
Endowed Chair in Economic Development  
Department of Economics  
Applied Statistics and International Business  
New Mexico State University



Paulo R. Borges de Brito  
Department of Management  
College of Business  
Colorado State University



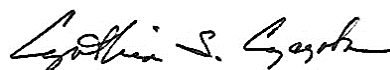
Donna Armelino  
Associate Professor  
Business Faculty  
Red Rocks Community College, Denver



Christopher A. Craig, PhD  
Assistant Professor of Management  
College of Business  
Montana State University Billings



Angelica Bahl, PhD  
Professor of Marketing  
Department of Marketing  
Metropolitan State University of Denver



Cynthia S. Cycyota, PhD  
Professor of Management  
Department of Management  
United States Air Force Academy



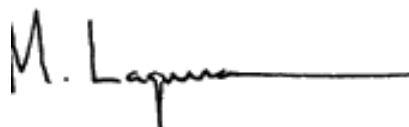
Carol Finnegan, PhD  
Associate Professor of Marketing, Strategy  
and International Business  
University of Colorado  
Colorado Springs, Colorado



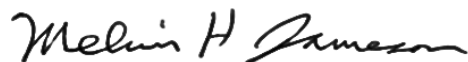
Martyn Kingston, PhD  
Business Faculty  
Business Discipline Coordinator  
Colorado Mountain College



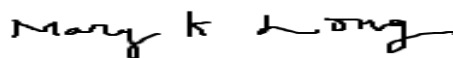
Tracy Gonzalez-Padron, PhD  
Director, Daniels Fund Ethics Initiative  
Associate Professor Marketing &  
International Business  
College of Business and Administration  
University of Colorado Colorado Springs



Manuel Laguna, PhD  
Director of Global Initiatives  
Media One Professor of  
Management Science  
Leeds School of Business  
University of Colorado Boulder



Melvin Jameson, PhD  
Professor of Finance and  
Director of International Initiatives  
Lee Business School  
University of Nevada Las Vegas



Mary K. Long, PhD  
Senior Instructor  
Director, Spanish for the Professions  
Undergraduate Major  
Department of Spanish and Portuguese  
University of Colorado Boulder



Vijay R. Kannan, PhD  
Associate Dean for Academic Affairs  
Executive Director of International  
Programs  
Professor of Operations Management  
Utah State University



John A. Martin, PhD  
Professor of Management  
United State Air Force Academy



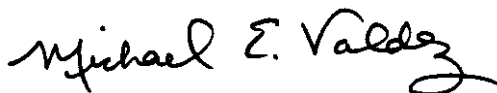
David N. McArthur, PhD  
Chair, Department of Strategic Management  
and Operations  
Associate Professor of Strategy and  
International Business  
Woodbury School of Business  
Utah Valley University



Joseph A. Simon  
General Business Instructor  
Casper College




Carol Miller  
Program Chair  
Center for Career and Technology  
Community College of Denver



Michael E. Valdez, PhD  
Associate Professor  
School of Business Administration  
Fort Lewis College, Durango Colorado



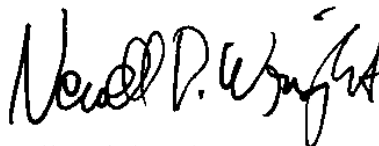
Emmanuel Nkwenti-Zamcho, DBA  
Associate Professor of International  
Business  
New Mexico Highlands University



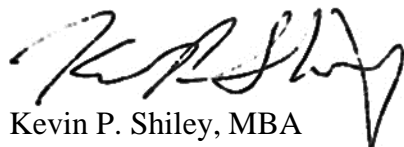
Lynn Wilson  
Assistant Professor of Business &  
Entrepreneurship  
Community College of Denver



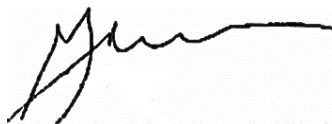
Tim Oakes, PhD  
Director, Center for Asian Studies  
Professor of Geography  
University of Colorado Boulder



Newell Wright, PhD  
Director of the Center for Global Initiatives  
and Leadership  
Professor of Marketing  
College of Business  
North Dakota State University



Kevin P. Shiley, MBA  
Associate Dean of Online Programs  
Brigham Young University, Idaho



Yusri Zaro  
Assistant Professor in Banking & Finance  
Adams State University

May 30, 2018

Dr. Timothy Duvall  
International Foreign Language Education (IFLE)  
U.S. Department of Education  
400 Maryland Avenue, SW, Room 3E215  
Washington, DC 20202

Dear Dr. Duvall:

As collaborators of the University of Colorado Denver's Institute for International Business, we enthusiastically submit this letter in strong support of its proposal for re-designation as a Center for International Business Education and Research (CIBER) for the 2018-2022 funding cycle.

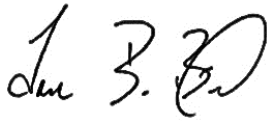
We believe that CU Denver's continuation as a CIBER will allow a broad, significant, and sustainable impact on international business education, foreign language education, and US global competitiveness. We are fully committed to CU CIBER's 45 proposed activities and will collaborate closely on our respective initiatives to ensure successful implementation of international business programs that are innovative and impactful for the University of Colorado, the State of Colorado, and the nation.

Our cooperative shared activities meet all CIBER program mandates in education, research, and outreach. Our partnerships under the grant are focused on:

- enhancing CU, regional, and US students' capacity to build, lead, and manage enterprises in an increasingly digital world through relevant curricular activities, including internships;
- serving as a national model to facilitate international business job opportunities to veteran and military students, as well as to others, such as tribal college students;
- implementing innovative programs that emphasize continuous, lifelong, and relational learning;
- providing an interdisciplinary and academic-business collaborative research platform that will investigate topics related to "Rethinking Work," "Thriving through Disruption," and "Cybersecurity and Managing Data Privacy";
- disseminating best practices through a national (Silicon Valley) conference on ABCD (Artificial Intelligence, Big Data, Cloud Computing, and Data Analytics) and the Global Enterprise; and
- assisting SMEs to identify and exploit exporting and internationalizing opportunities through CU CIBER's international entrepreneurship initiatives.

We confidently believe that CU CIBER has the passion, faculty talent, administrative experience, partnerships, the support of multiple stakeholders, and vision to significantly advance US competitiveness in today's dynamic global economy through cutting-edge international business programs. We respectfully request that the U.S. Department of Education favorably consider this proposal.

Sincerely,



Ian B. Bird  
Senior Vice President &  
General Counsel  
Norican Group  
Golden, Colorado



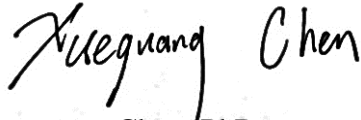
Devin Fidler  
Founder  
Rethinkery Labs  
Denver, Colorado



Patrick Browne  
Director  
Veteran and Military Student Services  
University of Colorado Denver  
Denver, Colorado



Karen Gerwitz  
CEO and President  
World Trade Center Denver  
Denver, Colorado



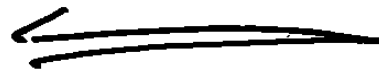
Xueguang Chen, PhD  
Deputy Director  
School of Management and E-Business  
Zhejiang Gongshang University  
Hangzhou, China



Sai Gundavelli  
Chief Executive Officer  
Solix Technologies, Inc.  
Santa Clara, California



Eric Drummond  
Partner  
Pierce Consulting Partners  
Atlanta, Georgia



Mike Gunner  
General Manager  
Mikron Corporation  
Denver, Colorado



Nick Hamilton-Archer  
Executive Director of Executive  
Programs  
University of Colorado Denver  
Denver, Colorado



Dennis T. Leonard  
Vice President, Human Resources  
Arrow Electronics, Inc.  
Centennial, Colorado



Robert Joyce  
President and CEO  
Norican Group  
Golden, Colorado



Larry Oberly  
President and CEO  
SpeedPro Imaging  
Centennial, Colorado



Steve Katsaros  
CEO and Founder  
Nokero Solar  
CU CIBER Partner at Posner Center for  
International Development  
Denver, Colorado



Madhavan Parthasarthy, PhD  
Executive Director & Professor  
Jake Jabs Center for Entrepreneurship  
CU Denver Business School  
Denver, Colorado



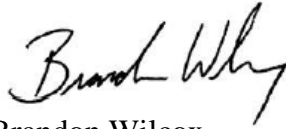
Ryan Kunisch  
Vice President  
Forte Information Resources  
Denver, Colorado



Mike Petschel  
Country Manager, Asia Pacific  
Molson Coors International  
Denver, Colorado



Florencia Saldías  
Finance and HR Director  
Mikron Corporation  
Denver, Colorado



Brandon Wilcox  
Audit Partner  
KPMG, LLP  
Denver, Colorado



William E. Soteroff  
President  
Keller Williams Worldwide  
Austin, Texas



Nikhil Venkatesh  
Vice President  
Real Page, Inc.  
Denver, Colorado



Bryan D. Sorge  
President  
Lat Am Consulting  
Corp. Centennial, Colorado



Henry Tsuei  
Managing Director  
Asia, UATP, Inc.  
Denver, Colorado

A..... Activity or Activities	IB..... International Business
AACSB ..... Association to Advance Collegiate Schools of Business	ICB ..... International College Beijing
ABCD..... Artificial Intelligence, Big Data, Cloud Computing, and Data Analytics	IE ..... International Entrepreneurship
AIB..... Academy of International Business	IERs ..... International Executive Roundtables
AIHEC..... American Indian Higher Education Consortium	IIB..... Institute for International Business
ASEAN ..... Association of Southeast Asian Nations	Intl ..... International
ATT..... Attachment	ISLSP..... International Symposium on Language for Specific Purposes
BRI..... Belt and Road Initiative	JPMCC ..... JP Morgan Commodities Center
BYU ..... Brigham Young University	LCTL ..... Less Commonly Taught Languages
CC ..... Community College	LOHAS..... Lifestyle of Health and Sustainability
CCD ..... Community College of Denver	Maymester .. Held during May each year, one course earns three credits in three weeks
CIBER..... Center for International Business Education and Research	MENA ..... Middle East and North Africa
CIBERVets. CIBER program for student veterans and military students	MSIB ..... Master of Science in International Business
CO ..... Colorado	MSIS..... Master of Science in Information Systems
CU ..... University of Colorado	MSIs ..... Minority Serving Institutions
CU CIBER . University of Colorado Denver CIBER	NADEC ..... National Association of District Export Councils
CU Denver . University of Colorado Denver	PACIBER ... Pacific Asia Consortium for International Business Education and Research
ED ..... U.S. Department of Education	RMCIBER.. Rocky Mountain CIBER Network
EMBA ..... Executive Master of Business Administration	SBA ..... Small Business Administration
FDIBs ..... Faculty Development in International Business Programs	SME..... Small and Medium Enterprises
FDIEs ..... Faculty Development in International Entrepreneurship Programs	TEC ..... The Evaluation Center
FLSP..... Foreign Language for Specific Purposes	TCUs ..... Tribal Colleges and Universities
GDPR ..... General Data Protection and Regulation	VMS ..... Veterans and Military Students
GRCs ..... Global Research Collaboratories	Yr1 ..... Year One October 1, 2018-September 30, 2019
GSU..... Georgia State University	Yr2..... Year Two October 1, 2019-September 30, 2020
HBCUs ..... Historically Black Colleges and Universities	Yr3..... Year Three October 1, 2020-September 30, 2021
HRM..... Human Resource Management	Yr4..... Year Four October 1, 2021-September 30, 2022
HSIs..... Hispanic Serving Institutions	ZJU ..... Zhejiang Gongshang University

## Attachment III-2

## Proposal Activities

A1:	MSIB Specialization in Global E-Commerce
A2:	Global E-Commerce Field Study
A3:	CIBERVets Program
A4:	IB Career Choice for CIBERVets
A5:	CU CIBER Subscription Program
A6:	CU CIBER Fellows Program for IB Specialists
A7:	Global HR Learning at Lynda.com
A8:	Increase IB Content for Community Colleges
A9:	Tribal Colleges and Universities
A10:	IB and International Affairs Mini-School
A11:	Study Abroad and Dual Degrees
A12:	IE and Internships in One Year MBA Program
A13:	Multi-Campus and Interdisciplinary Programs
A14:	Least Commonly Taught Languages
A15:	Foreign Language for Specific Purposes
A16:	Business Language Case Competition
A17:	Global Freshman Experience

[illegible]

**ACTIVITIES MEET PURPOSES OF FEDERAL STATUTES, MANDATORY PROGRAMS, PERMISSIBLE PROGRAMS, COMPETITIVE PRIORITIES, INVITATIONAL PRIORITY**

**Attachment III-2**

*University of Colorado Denver*

	Purposes						Mandatory Programs						Permissible Activities						Competitive Priorities		Invitational Priority	
	National Resource for Teaching IB	Instruction in Languages/Intl. Fields	Research & Training in IB	Training to CU Students	Regional & US Business Resources	Regional & US Academic Outreach	Interdisciplinary Business Programs	Language & Intl. Studies Business Training	Programs for Business	Collaborative Programs	Curricular Research	Competitiveness Research	Overseas Training Programs	Overseas Linkages	Summer Institutes	Student Study Abroad Programs	Outreach Activities/Consortia	Technology-related	Other Eligible Activities	#1 - Business Collaborations to Jobs	#2 - CC and MSI Collaborations	#1 - Language Instruction & Testing
<b>Proposal Activities</b>																						
<b>Research</b>																						
A18: Rethinking Work GRC	✓		✓	✓	✓	✓	✓		✓	✓		✓			✓		✓	✓	✓	✓		
A19: Thriving Through Disruption GRC	✓		✓	✓	✓	✓	✓		✓	✓		✓			✓		✓	✓	✓	✓		
A20: Managing Data Privacy GRC	✓		✓	✓	✓	✓	✓		✓	✓		✓			✓		✓	✓	✓	✓		
A21: Research Conference and Publications in IB and IE	✓		✓			✓			✓	✓		✓		✓		✓	✓	✓	✓	✓		
A22: International Social Entrepreneurship Research	✓		✓			✓			✓	✓		✓				✓		✓	✓	✓		
A23: New Venture Internationalization Research	✓		✓			✓			✓	✓		✓		✓		✓		✓	✓	✓		
A24: IB Learning through Failures Research	✓		✓			✓			✓	✓		✓		✓		✓		✓	✓	✓		
A25: Dynamic Cases in International Entrepreneurship	✓	✓	✓	✓	✓	✓			✓	✓		✓		✓		✓		✓	✓	✓		
A26: Global Competitiveness Research	✓		✓	✓	✓	✓			✓	✓		✓		✓		✓		✓	✓	✓		
A27: Focused Research on Frontier Markets	✓		✓	✓	✓	✓			✓	✓		✓		✓		✓		✓	✓	✓		
A28: Innovation in IB Education Research	✓	✓	✓			✓			✓	✓						✓	✓	✓	✓	✓		
A29: Language for Specific Purposes Research	✓	✓				✓		✓	✓	✓						✓	✓	✓	✓	✓	✓	
A30: IB and IE Education at CC Research			✓			✓				✓						✓		✓	✓	✓		

**ACTIVITIES MEET PURPOSES OF FEDERAL STATUTES, MANDATORY PROGRAMS, PERMISSIBLE PROGRAMS, COMPETITIVE PRIORITIES, INVITATIONAL PRIORITY**

**Attachment III-2**

*University of Colorado Denver*

	Purposes						Mandatory Programs						Permissible Activities						Competitive Priorities		Invitational Priority	
	National Resource for Teaching IB	Instruction in Languages/Intl. Fields	Research & Training in IB	Training to CU Students	Regional & US Business Resources	Regional & US Academic Outreach	Interdisciplinary Business Programs	Language & Intl. Studies Business Training	Programs for Business	Collaborative Programs	Curricular Research	Competitiveness Research	Overseas Training Programs	Overseas Linkages	Summer Institutes	Student Study Abroad Programs	Outreach Activities/Consortia	Technology-related	Other Eligible Activities	#1 - Business Collaborations to Jobs	#2 - CC and MSI Collaborations	#1 - Language Instruction & Testing
<b>Proposal Activities</b>																						
<b>Outreach</b>																						
A31: Faculty Development in IE Programs	✓		✓		✓	✓			✓	✓	✓	✓	✓	✓	✓		✓		✓		✓	
A32: Denver Start-up Week			✓	✓	✓				✓	✓						✓	✓	✓		✓		
A33: RMCIBER Network		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	
A34: Global Trade Challenges Webcasts			✓		✓	✓			✓	✓						✓	✓	✓		✓		
A35: Silicon Valley Emerging Tech Conference	✓		✓		✓	✓	✓		✓	✓						✓	✓	✓		✓		
A36: Blockchain in Commodities Supply Chain Symposium	✓		✓	✓	✓		✓		✓	✓		✓				✓	✓	✓				
A37: Language for Specific Purposes Symposium	✓	✓				✓		✓		✓	✓					✓		✓			✓	
A38: Colorado's Seal of Biliteracy		✓			✓	✓		✓								✓	✓	✓			✓	
A39: China FDIBs: Belt and Road Initiative	✓		✓		✓	✓	✓		✓	✓	✓	✓	✓	✓		✓		✓		✓		
A40: Overseas FDIB Country Studies	✓		✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓					✓		
A41: PACIBER Conferences	✓		✓		✓	✓			✓	✓	✓	✓		✓		✓		✓				
A42: CIBER MSI Consortium	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓				✓		✓		✓		
A43: CIBER Exports and Jobs Initiatives	✓		✓		✓	✓	✓		✓							✓		✓		✓		
A44: Export Consulting and Internships			✓	✓	✓		✓		✓			✓		✓	✓	✓			✓	✓		
A45: International Executive Roundtables			✓	✓	✓	✓		✓	✓							✓	✓	✓		✓		



**Rocky Mountain CIBER Network****ARIZONA**

Mesa Community College  
Pima Community College  
University of Arizona

**COLORADO**

Adams State University  
Colorado Christian University  
Colorado Mountain College  
Colorado State University  
Community College of Aurora  
Community College of Denver  
Fort Lewis College  
Metropolitan State University of Denver  
Red Rocks Community College  
Regis University  
United States Air Force Academy  
University of Colorado Boulder  
University of Colorado Colorado Springs  
University of Colorado Denver  
University of Northern Colorado  
University of the Rockies

**IDAHO**

Boise State University  
Brigham Young University Idaho  
Idaho State University

**MONTANA**

Fort Peck Community College  
Little Big Horn College  
Montana State University Billings  
Montana State University Bozeman

**MONTANA (Continued)**

Montana State University Northern  
Salish Kootenai College  
University of Montana

**NEVADA**

University of Nevada Las Vegas

**NEW MEXICO**

Institute of American Indian Arts  
New Mexico Highlands University  
New Mexico State University  
University of New Mexico

**NORTH DAKOTA**

North Dakota State University  
University of Jamestown

**SOUTH DAKOTA**

Oglala Lakota College  
Sinte Gleska University

**UTAH**

Brigham Young University  
Salt Lake Community College  
Utah State University  
Utah Valley University

**WYOMING**

Casper College  
University of Wyoming  
Northwest College

## US Tribal Colleges and Universities

## ALASKA

Ilisaġvik College

## CALIFORNIA

California Tribal College

## ARIZONA

Tohono O'odham Community College

Diné College

## KANSAS

Haskell Indian Nations University

## MICHIGAN

Bay Mills Community College

Keweenaw Bay Ojibwa Community College

Saginaw Chippewa Tribal College

## MINNESOTA

Fond du Lac Tribal and Community College

Leech Lake Tribal College

Red Lake Nation College

White Earth Tribal &amp; Community College

## MONTANA

Aaniiih Nakoda College

Blackfeet Community College

Chief Dull Knife College

Fort Peck Community College

Little Big Horn College

Salish Kootenai College

Stone Child College

## NEBRASKA

Little Priest Tribal College

Nebraska Indian Community College

## NEW MEXICO

Institute of American Indian Arts

Navajo Technical University

Southwestern Indian Polytechnic Institute

## NORTH DAKOTA

Cankdeska Cikana Community College

Nueta Hidatsa Sahnish College

Sitting Bull College

Turtle Mountain Community College

United Tribes Technical College

## OKLAHOMA

College of the Muscogee Nation

Comanche Nation College

## SOUTH DAKOTA

Oglala Lakota College

Sinte Gleska University

Sisseton Wahpeton College

## WASHINGTON

Northwest Indian College

## WISCONSIN

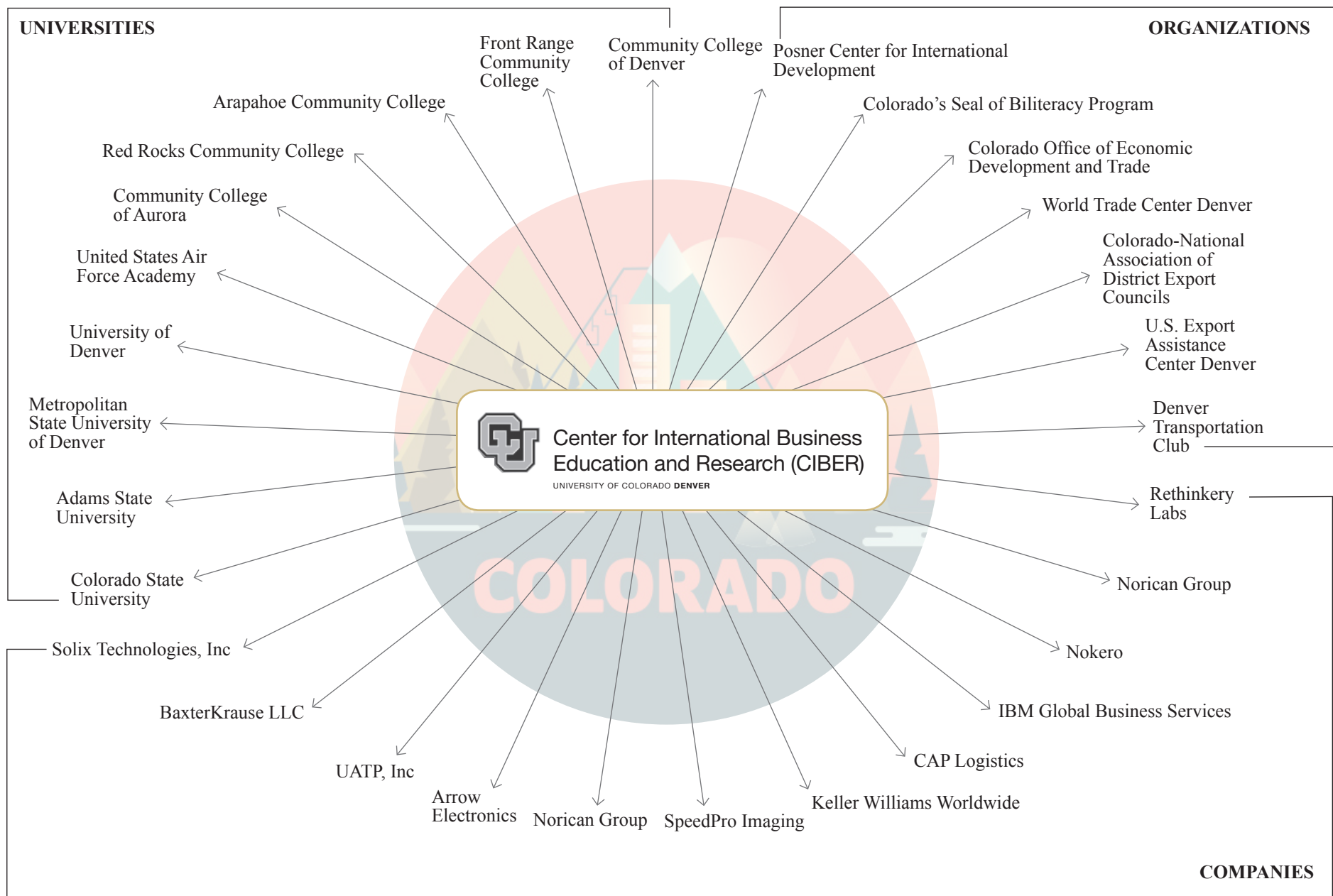
College of Menominee Nation

Lac Courte Oreilles Ojibwa Community College

## WYOMING

Wind River Tribal College

## University of Colorado Denver



*University of Colorado Denver*

<u><b>Student Beneficiaries</b></u>	<u><b>Professional Associations and Company Collaborators</b></u>	<u><b>PIIE Programs</b></u>	<u><b>Jobs in International Business and Related Positions</b></u>
<b>CU (Denver, Boulder, and Colorado Springs campuses)</b> <ul style="list-style-type: none"> <li>Undergraduate IB majors and minors</li> <li>MS International Business students (CU Denver)</li> <li>MS students (IB, Information Systems, Marketing, Business Analytics, etc.) who will pursue IB Specialization in Global E-Commerce</li> <li>One Year MBA</li> <li>VMS participants in CIBERVets</li> <li>IE Certificate and Badging</li> <li>International Business Student Network members</li> <li>Language and Area Studies students</li> </ul> <b>Community Colleges</b> <ul style="list-style-type: none"> <li>VMS: CCD, CC (Aurora, Red Rocks, Front Range, and Arapahoe)</li> <li>CCD Business students</li> </ul> <b>Others</b> <ul style="list-style-type: none"> <li>AIHEC students (5 TCUs in Advanced Manufacturing Program)</li> <li>Other TCUs</li> </ul>	<b>IIB/CU CIBER Advising Council Members</b> <ul style="list-style-type: none"> <li>Arrow Electronics</li> <li>Cap Logistics</li> <li>Keller Williams</li> <li>Mikron</li> <li>Molson Coors Intl</li> <li>Norican Group</li> <li>RE/MAX</li> <li>Solix Technologies</li> <li>Speed Pro Printing</li> <li>Other member companies</li> </ul> <b>Posner Center for International Development member companies</b> <b>Global Research Collaboratory/Global E-Commerce partner companies</b> <ul style="list-style-type: none"> <li>IBM Global Services</li> <li>Nokero Intl</li> <li>Norican Group</li> <li>Rethinkery</li> <li>ZJ Future (Silicon Valley)</li> <li>Zhejiang Gongshang University (Hangzhou)</li> </ul> <b>World Trade Center Denver member companies</b> <b>Denver Transportation Club member companies</b> <b>Japan America Society of Colorado member companies</b>	<b>IB/IE Internship</b> <ul style="list-style-type: none"> <li>Ball Corporation</li> <li>Danone</li> <li>Denver Beer Company</li> <li>Denver Mayor Office of Economic Development</li> <li>TranS1 Medical</li> <li>Western Export Services</li> <li>World Trade Center</li> </ul> <b>IB Consulting/High Potential Export Consulting Projects</b> <ul style="list-style-type: none"> <li>AppIt Ventures</li> <li>CQG, Inc.</li> <li>Denver Beer Company</li> <li>Feedback Sports</li> <li>Grease Monkey Intl.</li> <li>Kaman Precision Prod.</li> <li>LOHAS Member Companies</li> <li>TranS1 Medical</li> <li>Western Export Services</li> <li>Zoll Medical</li> </ul> <b>Global Supply Chain Focused Internships/Projects</b> <ul style="list-style-type: none"> <li>Aspen Distribution</li> <li>Cap Logistics</li> <li>Speed Pro Printing</li> </ul> <b>Global E-Commerce Projects</b> <ul style="list-style-type: none"> <li>IBM Global Services</li> <li>Nokero International</li> <li>Rethinkery</li> <li>Solix Technologies</li> <li>Stratmor Group</li> </ul>	<b><u>Recent examples of companies that hired CU CIBER PIIE Students</u></b> <b>Colorado and US MNCs</b> <ul style="list-style-type: none"> <li>Ball Corporation</li> <li>Codi Manufacturing</li> <li>Molson Coors Intl</li> <li>World Trade Center</li> </ul> <b>Foreign Subsidiaries in US</b> <ul style="list-style-type: none"> <li>Car Wash Express</li> <li>Danone</li> <li>Mikron</li> </ul> <b>Colorado and US High Tech Companies</b> <ul style="list-style-type: none"> <li>AppIt Ventures</li> <li>CQG, Inc</li> <li>Solix Technologies</li> <li>TranS1 Medical</li> </ul> <b>Entrepreneurial Companies</b> <ul style="list-style-type: none"> <li>Denver Beer Company</li> <li>Grease Monkey Intl.</li> <li>Mt. Princeton Hot Springs</li> <li>Rockmount Western Wear</li> </ul> <b>Global Supply Chain and Logistics Companies</b> <ul style="list-style-type: none"> <li>Aspen Distribution</li> <li>Cap Logistics</li> <li>Denver Transportation Club member companies</li> </ul>

**HIGHLIGHTS**

- Comprised of four campuses: University of Colorado Denver (CU Denver), University of Colorado Boulder (CU Boulder), University of Colorado Colorado Springs (UCCS), and University of Colorado Anschutz Medical Campus (CU Anschutz)
- Ranked in the Top 25 Public Research Universities list by the Center for Measuring University Performance (CMUP)
- Ranked in the Top 50 American Research Universities list by the CMUP
- 7,224 faculty: 3,622 tenured/tenure-track faculty and 3,602 full-time, non-tenure track faculty (Fall 2016)
- Serves more than 65,000 students (Fall 2017)
- Operating budget of \$4.11 billion (FY2018)
- Achieved a record level of research funding, with faculty meriting \$1.034 billion in federal, state, and local awards (FY2017)
- The majority of sponsored research funding is awarded by federal agencies: received \$636.6 million in federal awards and \$398 million in non-federal awards (FY2017)
- Among the top 10 recipients of federal education and research grants (National Science Foundation Survey FY2016)
- 2<sup>nd</sup> in funding from NASA, 13<sup>th</sup> NSF, 17<sup>th</sup> Department of Energy, 38<sup>th</sup> Department of Defense, and 4<sup>th</sup> other government agencies (National Science Foundation Survey FY2016)
- Five faculty members named Nobel Laureates
- CU Boulder is one of 35 public university members of the Association of American Universities and is a Public Ivy school listed by Greenes' Guides to Educational Planning
- CU Boulder ranked in Top 50 Public Schools (*US News & World Report*, 2018)
- University of Colorado endowment exceeds \$1 billion
- Generated an economic impact of \$12.35 billion for the state of Colorado (FY2016)

**UNIVERSITY OF COLORADO SYSTEM**

- Accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools
- Ten faculty recipients of the John D. and Catherine MacArthur Genius Award
- Two faculty recipients of the Carnegie Foundation's Professor of the Year Award
- One faculty Pulitzer Prize winner
- CU boasts more than 450,000 living alumni worldwide
- 19 alumni astronauts
- CU students have been the recipients of 7 Marshall Scholarships, 79 Fulbright Fellowships, 19 Rhodes Scholars, Truman Scholarships, 27 Goldwater Scholarships, and 7 Udall Scholarships
- Awarded 15,072 degrees in the 2016-17 fiscal year: 9,688 bachelor's, 4,024 master's, 15 specialist, 56 graduate certificates, and 1,289 doctoral
- Degrees awarded to minority students have increased by 182% since 2007 (FY2017)
- Since 2013 has achieved 1,849,526 enrollments through 84 Massive Open Online Courses (MOOCs) with Coursera (FY2017)
- CU Technology Transfer registered 205 invention disclosures, 113 new patent filings, 212 follow-on filings, and \$3.3 million in revenue (FY2015)
- 213 Centers of Excellence and Institutes at the University of Colorado

## **UNIVERSITY OF COLORADO CAPACITY**

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*University of Colorado Denver*

### **UNIVERSITY OF COLORADO DENVER/ ANSCHUTZ MEDICAL CAMPUS**

Dynamic urban university located on two campuses in Downtown Denver and at the Anschutz Medical Campus in Aurora

- CU Denver | Anschutz serves 19,401 students: 10,671 undergraduate; 8,730 graduate/professional (Fall 2017)
- 72% of enrolled students are full-time, 19% are out-of-state, and 6% are international (Fall 2017)
- Awarded 5,272 degrees: 2,437 undergraduate, 2,290 graduate, and 545 first professional (2016-17)
- Awards more graduate degrees than any other public university in Colorado
- CU Denver is the most diverse research university in Colorado; 37% of total student body – 44% of undergraduates, 59% of freshmen – are students of color (Fall 2017)
- Hosts 1,118 international students from 70 countries (Fall 2016)
- More than 388 students participated in 30 faculty-led study abroad programs in 27 countries (2016-17)
- More than 125,000 alumni, with a global community that spans 103 countries (2016)
- Employs 10,495 people, making it one of the largest employers in the Denver metro area (FY2016)
- Of the 4,108 faculty, 2,228 are full-time tenured/tenure-track faculty and 1,880 are non-tenure eligible regular faculty
- More than \$500 million in sponsored research awards (FY2016-17)
- Hosts more than 500 international faculty and scholars
- Offers 140 programs in 13 schools and colleges at the undergraduate, graduate, doctoral, and first professional levels.
- More than 475 online courses and more than 30 fully online degree programs
- Graduate School oversees training in more than 69 master's and doctoral programs, and all postdoctoral programs
- CU Denver and China Agricultural University are celebrating their 24-year partnership of International College Beijing offering dual degrees to American and Chinese students
- Joint program partnership between CU Denver and China Agricultural University was the first of its kind to be approved by the Chinese Ministry of Education
- College of Architecture and Planning offers a dual Masters of Landscape Architecture degree with Tongji University in Shanghai
- Joint Urban Design Studio collaboration between CU Denver's College of Architecture and Planning and Southeast University of Architecture in Nanjing, China
- Through a major endowment gift from an alumnus, the College of Architecture and Planning and Dar Al-Hekma College, a college for women in the Kingdom of Saudi Arabia, entered into a collaborative exchange to enhance global initiatives in sustainable urban design
- College of Architecture and Planning designed and built environmentally sustainable homes in the Navajo Nation
- School of Education and Human Development ranks #36 in Best Online Graduate Education Programs (*US News and World Report*, 2016)
- Colorado's second top university for veterans (*Military Times Best: Colleges*, 2018)
- Ranked 11th in the US for veterans (*Military Times Best: Colleges*, 2018)
- Independent ranking organization, "Military Friendly," awarded CU Denver/Anschutz a GOLD designation out of 1,300 applicants and as among the best of Tier 2 Research Institutions
- University of Colorado Hospital at CU Anschutz Medical Campus is ranked the #1 hospital in Colorado and ranked #15 in the country (*US News & World Report*, 2018)

## **UNIVERSITY OF COLORADO CAPACITY**

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### *University of Colorado Denver*

- University of Colorado Hospital at CU Anschutz Medical Campus was announced as the 7<sup>th</sup> highest-performing academic hospital in the United States for delivering quality health care (2017 Vizient Bernard A. Birnbaum, MD, Quality Leadership Award)
- 114 new companies have resulted from CU Anschutz research inventions since 1992 – leading to more than \$5.6 billion in financing
- First liver transplant worldwide took place at the University of Colorado School of Medicine

### **INSTITUTE FOR INTERNATIONAL BUSINESS (IIB)**

#### **CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH (CIBER)**

- IIB was established in 1988 as a center for the advancement of teaching, research, and outreach in international business and related fields
- IIB Global Advisory Board consists of 20+ CEOs, Chief International Officers, senior leaders (including CU Alumni) of multinational companies, and founders/leaders of entrepreneurial ventures
- Recipient of various sponsored research grants and designations (IIB)
  - US Department of Education, Center for International Business Education (CIBE)
  - Foreign Affairs and International Trade Canada
  - Asia Pacific Economic Cooperation (APEC)
  - US Department of Commerce
  - State Administration of Foreign Experts Affairs (SAFEA), People's Republic of China
  - Colorado Institute of Technology
- Recipient of various program sponsorships (IIB)
  - IBM Corporation
  - Molson Coors Brewing Company
  - KMPG LLP
  - Gates Rubber Company
  - US West/Media One
  - Jinling Petrochemical Group, People's Republic of China
  - Mitsui & Company, Japan
  - SsangYong Corporation, South Korea
- CU CIBER developed, led, and hosted more than 37 Faculty Development Programs with a total participation of 1,167 US faculty from 441 universities and colleges in 49 states. Programs include:
  - Faculty Development in International Entrepreneurship
  - China Faculty Development in International Business (Pearl River Delta Region)
  - Faculty Development in International Human Resource Management
  - Faculty Development in International Business Law and Ethics
  - Faculty Development in International Business ASEAN
  - Faculty Development in International Business
- IIB and CU CIBER hosts 8-9 International Executive Roundtable lectures per year featuring top executives, ambassadors, government leaders, and renowned academics. Recent speakers include: Congresswoman Diana DeGette, Representative for the First District of Colorado; Clayton Dube, Director of U.S.-China Institute, University of Southern California; Sai Gundavelli, Founder & CEO, Solix Technologies, Inc.; Roy Salame, Vice Chairman, JP Morgan; Dr. Kirpal Singh, Director of the Wee Kim Wee Centre, Singapore Management University; and 2 consul-generals (Japan, Mexico).
- CU CIBER has awarded 172 international-related course development and research grants to faculty since 2006
- CU CIBER hosted 4 major Western Region CIBER meetings in Denver (2014-18)
- CU CIBER hosted 4 major Rocky Mountain CIBER meetings in Denver (2014-18)

## **UNIVERSITY OF COLORADO CAPACITY**

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### *University of Colorado Denver*

- The Pathways to International Internships and Employment (PIIE) Program has benefitted multiple students, recent examples include:
  - Paired more than 35 students with 33 companies in internships and jobs in the past 3 years
  - Provided pathways for 18 students to be hired full-time at executive management levels
  - Sent 22 CU Denver Business School students to the Kakehashi program in Japan, all expenses paid, through a grant provided by the Japanese Ministry of Foreign Affairs in Tokyo
- The CIBERVets Program has achieved the following:
  - Created a community of around 80 veteran and military students (VMS) interested in international business
  - Provided focused faculty academic advising and direction for VMS interested in international business
  - Formalized pathways to international internships and employment for VMS students, including personal and professional development

### **UNIVERSITY OF COLORADO DENVER BUSINESS SCHOOL**

- Fully accredited for 25 years by the Association to Advance Collegiate Schools of Business (AACSB)
- Serves 2,499 students: 1,454 undergraduate and 1,045 graduate students (Fall 2016)
- Latest integrated technology in all 20 classrooms that can accommodate more than 5,000 students daily
- State-of-the-art 120,000 square foot building in the heart of downtown Denver, designed to foster partnerships between the university and businesses
- Close to 300 industry leaders involved with the Business School
- Industry programs include Health Administration, Risk Management and Insurance, Global Energy Management, Sports and Entertainment Management, and Managing for Sustainability.
- Offers 11 majors for the BS in Business Administration degree
- Ranked in top 100 best undergraduate business programs (*US News & World Report*, 2017)
- Largest graduate business school in Colorado
- Offers five MBA programs: One-Year MBA; Professional, Part-time MBA; MBA in Health Administration; Executive MBA; and Executive MBA in Health Administration.
- Ranked #2 in Professional, Part-time MBA in Colorado and in top 100 nationally (*US News & World Report*, 2018)
- Executive MBA in Health Administration program ranked #17 and MBA in Health Administration ranked #22 in health care management (*US News and World Report*, 2015)
- Offers ten MS programs and one PhD program
- The only AACSB accredited business school in Colorado that offers an MS in International Business
- Ranked #1 in MS Finance programs in Colorado, #41 nationally (*TFE Times*, 2018)
- Ranked #1 in MS Management programs in Colorado, #30 nationally (*TFE Times*, 2018)
- Risk Management and Insurance Program has 100% job placement rate
- The school has attracted international students from 142 countries
- Student to faculty ratio is 15:1 and the average class size is 29
- Home to four distinguished Centers of Excellence
  - Jake Jabs Center for Entrepreneurship (\$10 million endowment from Mr. Jabs)
  - J.P. Morgan Center for Commodities (\$5.5 million endowment from JP Morgan Chase)
  - Center for Information Technology Innovation
  - Center for China Financial Research

## **UNIVERSITY OF COLORADO CAPACITY**

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*University of Colorado Denver*

### **FOREIGN LANGUAGES**

Modern language courses are offered in:

Arabic	German	Korean
Catalan	Greek	Portuguese
Chinese	Hebrew	Russian
Denmark	Hindi/Urdu	Spanish
Farsi	Italian	Swedish
French	Japanese	

### **UNIVERSITY OF COLORADO POST-GRADUATE CERTIFICATE AND BADGE PROGRAMS**

- Accounting
- Bioinnovation and Entrepreneurship
- Business Analytics
- Business Intelligence
- Business Strategy
- Change Management
- Commodities
- Cyber Security and Information Assurance
- Digital Health Entrepreneurship
- Enterprise Technology Management
- Entrepreneurship
- Finance and Risk Management
- Human Resources Management
- Information Systems
- International Business
- Leadership
- Managing for Sustainability
- Marketing
- Risk Management and Insurance Studies
- Sports and Entertainment Management
- Taxation
- Technology Innovation and Entrepreneurship
- Web and Mobile Computing

### **UNIVERSITY OF COLORADO INTERNATIONAL INSTITUTES, CENTERS, AND PROGRAMS**

CU Denver/Anschutz has more than 90 centers and institutes extending the reach of teaching and research into the community, and covering subjects from entrepreneurship and education policy to biomedical innovations. The institutes, centers, and programs supporting proposed initiatives are listed below:

- Anderson Language and Technology Center (Boulder)
- Business Spanish for the Professions Program (Boulder)
- Carl McGuire Center for International Studies (Boulder)

## **UNIVERSITY OF COLORADO CAPACITY**

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### *University of Colorado Denver*

- Center for American Indian and Alaskan Native Health (Anschutz)
- Center for Asian Studies (Boulder)
- Center for British and Irish Studies (Boulder)
- Center for Energy and Environmental Security (Boulder)
- Center for Global Health (Denver)
- Center for Health Administration (Denver)
- Center for Information Technology Innovation (Denver)
- Center for International Business, Education and Research (Denver)
- Center for the Study of Indigenous Languages of the West (Denver)
- Colorado Center for Sustainable Urbanism (Denver)
- Colorado European Union Center of Excellence (Boulder)
- English as a Second Language Academy (Denver)
- Executive MBA in Health Administration Program (Denver)
- Executive MBA Program (Denver)
- Experiential Learning Center (Denver)
- Fourth World Center for the Study of Indigenous Law and Politics (Denver)
- Global Energy Management Program (Denver)
- Institute for International Business (Denver)
- International Research for Energy and Economic Development (Boulder)
- J.P. Morgan Center for Commodities (Denver)
- Jake Jabs Center for Entrepreneurship (Denver)
- Latino/a Research and Policy Center (Denver)
- Office of International Affairs (Denver)
- One Year MBA Program (Denver)
- National Veterans Training Institute (Denver)
- Risk Management and Insurance Program (Denver)
- Boots to Suits: Professional Development Program (Denver)

### **UNIVERSITY OF COLORADO DENVER/ ANSCHUTZ LIBRARIES**

- Auraria Library is the only tri-institutional academic library in the nation
- Auraria Library serves more than 45,000 students, faculty, and staff of CU Denver, Community College of Denver, and Metropolitan State University
- Colorado Interlibrary Loan, aka, Prospector
- Interlibrary Loan (ILLiad)
- Health Sciences Library

**Colorado's Advantages**Vibrant and Growing Economy

- Ranked 1<sup>st</sup> overall state economy (US News and World Report 2017) and fastest growing state economy (CO EDIT 2017)
- # 1 State job market (WalletHub 2017; # 1); 4<sup>th</sup> largest increase in workers (LinkedIn 2017)
- Strong manufacturing (6K+ companies); diversified industrial base with fastest growth in advanced industries (now 25% of the state economy): aerospace, advanced manufacturing, biosciences, electronics, energy, infrastructure and engineering, technology and information, creative industries (CO EDIT 2017)
- #3 net inflow of population (CO EDIT 2017); 117K new businesses formed in 2017

Central Link to Global Trade and Regional Gateway to the Rocky Mountain States

- Denver International Airport: 5<sup>th</sup> busiest US airport; global gateway for exporters from Rocky Mountain states
- Digital globalization hub: largest US city offering one-bounce satellite uplinks to world satellite networks and real-time connection to six out of the seven continents in one business day; geographic mid-point: Asia and Europe; Canada and Mexico
- Exports \$8+ billion annually including \$1.6 billion in agricultural exports; facilitates billions more in exports from Rocky Mountain States (e.g., Montana, Wyoming, North Dakota, South Dakota)
- Jobs: In Colorado, 733K jobs are supported by trade; hundreds of thousands more of regional trade jobs are facilitated by Denver and Colorado

Entrepreneurial and SME Cluster

- Boulder, Denver, and Fort Collins: Ranked in Top 10 metro areas for Young Entrepreneurs (Nerd Wallet 2017)
- Top 5 US States for entrepreneurship and innovation (CO EDIT 2017)
- Denver: #3 best city fostering entrepreneurial growth (US Chamber of Commerce Foundation); #12 best large city to start a business (Wallet Hub 2018);
- Host to Startup Week (largest networking event for 18K entrepreneurs)

Global High-Tech and Innovation Hub

- #4 in number of federal laboratories; 17,000+ federally funded laboratory jobs, contributing \$2.6 billion to state economy (CO EDIT 2017)
- One of the top knowledge-based economies in the US and Europe (Brookings Institution, CO EDIT 2017)
- #3 in high-tech workers per capita (CO EDIT 2017)
- Home to R&D, education, and innovation hub: University of Colorado (top 10 recipient of federal research dollars); National Renewable Energy Lab; Colorado Energy Research Collaboratory; National Intelligence Cybersecurity Center

Current and Future Driver of Global E-Commerce Trade

- #4 Most Entrepreneurial State in E-Commerce (Ranked by Amazon 2018)
- 87% of Colorado exporters are SMEs; an increasing number are venturing into cross-border e-commerce
- Growing ecosystem in global e-commerce: E-commerce innovator/pioneer (e.g., eBags); Exporters (e.g., Arrow Electronics, OtterBox); Order Fulfillment (e.g., Magneto); Digital Marketing (e.g., Amplio); Global Supply Chain and Logistics (e.g., Cap Logistics, Aspen Distribution); Payment (e.g., Western Union).
- Denver: Top 20 finalist in bid for Amazon's second headquarters.

Superb Quality of Life

- #2 Most educated state in the nation (CO EDIT, 2017)
- #4 Happiest state (Gallup, 2015); #6 Quality of life state (WSJ, 2015)
- #1 Most active state (Ecowatch, 2015); Denver: #2 Best City to Live (US News and World Report 2017)
- 26 Ski Areas; 78 Museums; 12 Creative districts; 40 Public Arts Program

**Competitive Priority One:** Applications that propose to collaborate with one or more professional associations and/or businesses on activities designed to expand employment opportunities for international business students, such as internships and work-study opportunities.

**I. CU CIBER PROPOSAL MEETS COMPETITIVE PRIORITY ONE THROUGH MULTIPLE INITIATIVES:**

#	Activity
A1	IB Specialization in Global E-Commerce
A2	Global E-Commerce Field Study
A3	CIBERVets Program
A4	IB Career Choice for CIBERVets
A11	Study Abroad and Dual Degrees
A12	IE and Internships in One Year MBA Program
A13	Multi-Campus and Interdisciplinary Programs
A18	Rethinking Work GRC
A19	Thriving Through Disruption GRC
A20	Managing Data Privacy GRC
A32	Denver Start-up Week
A33	RMCIBER Network
A35	Silicon Valley Emerging Tech Conference
A43	CIBER Exports and Jobs Initiatives
A44	Export Consulting and Internships

**II. CU CIBER COLLABORATIONS WITH PROFESSIONAL ASSOCIATION AND/OR BUSINESSES TOWARDS EMPLOYMENT OPPORTUNITIES:**

CU CIBER will leverage its strategic location and deep ties to business and industry to collaborate with key professional organizations and businesses to expand employment opportunities for IB students, such as internships and work-study opportunities.

CU CIBER has developed PIIE (Pathway to International Internships and Employment) to provide an effective pathway for students to internships, work study opportunities, and jobs. The table in the following page provides recent examples of how PIIE has helped our IB students, gain internships and jobs. We expect most of these organizations, as well as new collaborators to participate in PIIE.

## **COMPETITIVE PRIORITY 1: BUSINESS COLLABORATIONS**

*University of Colorado Denver*

### **CU CIBER Collaborators Providing Internships and Jobs**

<b><u>Internships/Work Study</u></b>	<b><u>Jobs in International Business and Related Positions</u></b>
<b><u>Recent Examples of organizations that Provided Internships and Consulting Projects</u></b>	<b><u>Recent Examples of organizations that Hired CU CIBER PIIE Students</u></b>
<b>IB/IE Internships</b> <ul style="list-style-type: none"><li>• World Trade Center</li><li>• Denver Mayor Office of Economic Development</li><li>• Denver Beer Company</li><li>• TranS1 Medical</li><li>• Western Export Services</li><li>• Danone</li><li>• Ball Corporation</li></ul>	<b>Colorado and US MNCs</b> <ul style="list-style-type: none"><li>• Ball Corporation</li><li>• Molson Coors Intl</li><li>• Codi Manufacturing</li><li>• World Trade Center</li></ul>
<b>IB Consulting/High Potential Export Consulting Projects</b> <ul style="list-style-type: none"><li>• Denver Beer Company</li><li>• Grease Monkey Intl.</li><li>• TranS1 Medical</li><li>• Feedback Sports</li><li>• Western Export Services</li><li>• Zoll Medical</li><li>• Kaman Precision Prod.</li><li>• CQG, Inc.</li><li>• Applt Ventures</li></ul>	<b>Foreign Subsidiaries in US</b> <ul style="list-style-type: none"><li>• Mikron</li><li>• Danone</li><li>• Car Wash Express</li></ul>
<b>Global Supply Chain Focused Internships/Projects</b> <ul style="list-style-type: none"><li>• Cap Logistics</li><li>• Speed Pro Printing</li><li>• Aspen Distribution</li></ul>	<b>Colorado and US High Tech companies</b> <ul style="list-style-type: none"><li>• Solix Technologies</li><li>• Applt Ventures</li><li>• TranS1 Medical</li><li>• CQG, Inc</li></ul> <b>Entrepreneurial companies</b> <ul style="list-style-type: none"><li>• Denver Beer Company</li><li>• Grease Monkey Intl. International</li><li>• Rockmount Western Wear</li><li>• Mt. Princeton Hot Springs</li></ul> <b>Global Supply Chain and Logistics companies</b> <ul style="list-style-type: none"><li>• Aspen Distribution</li><li>• Cap Logistics</li></ul>

**Source:** Pathways to International Internships and Employment (PIIE) Program, May 2018

## **COMPETITIVE PRIORITY 1: BUSINESS COLLABORATIONS**

*University of Colorado Denver*

### **III. CU CIBER COLLABORATIONS TOWARDS INTERNSHIPS AND WORK STUDY OPPORTUNITIES IN GLOBAL E-COMMERCE AND GLOBAL SUPPLY CHAIN**

CU CIBER has proposed focused activities towards increasing student opportunities to gain internships and jobs in global e-commerce and global supply chain. Among collaborators proposed for development in Yr1 and Yr2 are partnerships with following companies:

<b><u>Global Supply Chain Internships and IB Consulting Projects</u></b>	<b><u>Global E-Commerce Internships and IB Consulting Projects</u></b>
<ul style="list-style-type: none"><li>• Cap Logistics*</li><li>• Aspen Distribution</li><li>• Mikron Technologies*</li><li>• Denver Transportation Club member companies</li><li>• Speed Pro Printing*</li><li>• Gates Corporation</li></ul>	<ul style="list-style-type: none"><li>• AppIt Ventures*</li><li>• IBM Global Services</li><li>• Nokero International*</li><li>• World Trade Center companies</li><li>• Solix Technologies*</li><li>• Global Healthcare Exchange</li></ul>

\* - confirmed; others are under discussion/development

**COMPETITIVE PRIORITY 2: MINORITY SERVING  
INSTITUTION & COMMUNITY COLLEGE COLLABORATIONS**      **Attachment III-10**  
*University of Colorado Denver*

***Competitive Priority Two:*** Applications that propose significant and sustained collaborative activities with one or more Minority Serving Institutions (as defined in the Federal Register notice) and/or with one or more community colleges (as defined in the Federal Register notice). These activities must be designed to incorporate international, intercultural, or global dimensions into the business curriculum of the MSI(s) and/or community college(s).

#	Activity
A3	CIBERVets Program
A7	Global HR Learning at Lynda.com
A8	Increase IB Content for CCs
A9	Tribal Colleges and Universities
A28	Innovation in IB Education Research
A29	Language for Specific Purposes Research
A30	IB and IE Education at CC Research
A31	Faculty Development in IE Programs
A33	RMCIBER Network
A34	Global Trade Challenges Webcasts
A37	Language for Specific Purposes Symposium
A38	Colorado's Seal of Biliteracy
A39	China FDIBs: Belt and Road Initiative
A40	Overseas FDIB and Country Studies
A42	CIBER MSI Consortium
A45	International Executive Roundtables

## COLLABORATIONS/ACTIVITIES

**American Indian Higher Education Consortium (AIHEC)** established in 1972. Its members are the presidents of the Tribal Colleges and Universities (TCUs); there are now 38 US-based TCU members and one in Canada. TCUs were created and chartered primarily by the tribal governments they serve, ensuring that they are integral and essential to their communities. Many are land grant institutions. TCUs are generally located on or near reservations, many in some of the US' poorest rural areas. They offer two-year associate degrees and some offer bachelors and masters degrees. Curriculum focuses on educational and employment opportunities as well as on cultural relevance. CU CIBER was selected to be AIHEC's partner in developing internationalization activities to enhance the global business opportunities for the 38 member TCU institutions, their American Indian students, and the communities they serve. Navajo Technical University's advanced manufacturing program will be supplying to a major US aerospace company and AIHEC would like CU CIBER to help develop a global supply chain course for its program. CU CIBER will assist Navajo Technical and four other TCU institutions:

## **COMPETITIVE PRIORITY 2: MINORITY SERVING INSTITUTION & COMMUNITY COLLEGE COLLABORATIONS**

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*University of Colorado Denver*

Bay Mills CC, Turtle Mountain CC, Salish Kootenai College, and Cankdeska Cikana CC with global supply chain curricula development. The new curricula will be extended to other TCUs that join the advanced manufacturing program. Mr. Kuslikis, Senior Associate, Strategic Initiatives, provided a letter of support for this collaboration included in Att II-2 p6. (A9)

**CIBER MSI Consortium** led by Georgia State University CIBER, assists MSIs with faculty development, study abroad, faculty development abroad, and pedagogical resource sharing activities for 20+ years. CU CIBER and 12 other CIBERs have committed to participate in the national CIBER MSI Consortium for the next grant period to assist 13 participating MSI schools. Key joint activities for this Consortium include the International Business Pedagogy Workshop (CU CIBER will lead the IE thematic workshop), IB Case Challenge Competition, an Institutional Partnership Program between a CIBER and an MSI, and dissemination of IB pedagogical resources. (A9, A33, A42)

**Colorado Community College System** established in 1987 to provide an accessible, exceptional higher education opportunity in every community. Their goals are to provide financial support to Colorado CC students through effective fundraising, raise awareness of life-long learning opportunities, seek financial support from state, regional, and national funders, and advance the mission, vision, goals, and objectives of the Colorado Community College System. CU CIBER is currently working with 5 CCs in metro Denver: Denver CC, Aurora CC, Red Rocks CC, Front Range CC, and Arapahoe CC. Most VMS in Colorado CCs have limited access to educational resources in IB. To address this gap, CU CIBER will participate in Transfer Fairs to familiarize them with CIBERVets and international opportunities at CU. CU CIBER will also invite them to CIBERVets events, such as IB lectures and networking events. CU CIBER will collaborate with CCs in increasing the digital globalization content of their business courses and provide their faculty and students with educational resources and training in IB. (A3, A8, A30, A31, A33, A39, A40, A45)

**Community College of Denver (CCD)** is a major partner for the CU CIBER proposal. The CCD campus and over 9,000 students (2018) are adjacent to CU Denver. CCD is a Hispanic Serving Institution (HSI) with a quarter of Hispanic students; 52% of the student body is minority; nearly 50% of its students are first generation college students. CCD's business curriculum is determined with approval from the Colorado Commission on Higher Education to easily articulate to four-year institutions. CCD has a strong language department with seven languages offered: Arabic, Chinese, French, German, Italian, Japanese, and Spanish. Dr. Carol Miller serves on the CU CIBER Advisory Council. CCD has launched a program to place their students in a technical apprenticeship position with foreign companies in Colorado, such as Swiss-owned Mikron. CU CIBER will work with Mikron and other sponsor companies to design an IB and language and culture onboarding program to better prepare these students for their apprenticeships. (A3, A8, A30, A31, A33, A39, A40, A45)

**Rocky Mountain CIBER Network (RMCIBER)** facilitated by CU and BYU CIBERs, is a collaboration between 45 colleges and universities (two and four year institutions) including 11 partner schools that are Eligible Institutions for Title III and Title V Programs. CU and BYU CIBER will organize two multi-state conferences, Rocky Mountain Trends in IB in Montana and

## **COMPETITIVE PRIORITY 2: MINORITY SERVING INSTITUTION & COMMUNITY COLLEGE COLLABORATIONS**

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*University of Colorado Denver*

in Nevada, where academic and business experts will address global economic trends and how business education can help advance the region's competitiveness. The institutions in 10 Rocky Mountain States and number of institutions are Arizona 3, Colorado 17, Idaho 3, Montana 7, Nevada 1, New Mexico 4, North Dakota 2, South Dakota 2, Utah 4, and Wyoming 2. These are primarily underserved small schools with little or no access to international business resources, in need of international business courses, faculty expertise, study abroad programs, research opportunities, and foreign language curricula.

Faculty participate from 11 community colleges (Community College of Denver, Community College of Aurora, Red Rocks Community College and Colorado Mountain College from Colorado; Mesa Community College and Pima Community College from Arizona; Casper College and Northwest College from Wyoming; Little Big Horn College and Fort Peck Community College from Montana; and Salt Lake Community College from Utah), 5 Hispanic Serving Institutions (Adams State University and Community College of Denver in Colorado; New Mexico Highlands University, New Mexico State University, and University of New Mexico in New Mexico), and 6 Tribal Colleges and Universities (Little Big Horn College, Fort Peck Community College and Salish Kootenai College in Montana; Institute of American Indian Arts in New Mexico, Oglala Lakota College and Sinte Gleska University in South Dakota). Priorities and activities are determined by the 10 member Steering Committee.

More than 100 faculty typically attend each RMCIBER conference. In addition, RMCIBER will continue to assist with internationalization initiatives at member schools by providing faculty research grants and course development grants (e.g., grants to develop study abroad programs). A letter of support for the CU CIBER proposal, signed by faculty from RMCIBER institutions is included in Att II-2 p7. (A8, A9, A31, A33, A34, A37, A39, A40, A42, A45)

**INVITATIONAL PRIORITY: LANGUAGE INSTRUCTION  
AND PERFORMANCE TESTING/ASSESSMENT**

**Attachment III-11**

*University of Colorado Denver*

**Invitational Priority:** Applications that propose programs or activities focused on language instruction and/or performance testing and assessment to strengthen the preparation of international business professions.

**I. CU CIBER PROPOSAL MEETS THE INVITATIONAL PRIORITY THROUGH MULTIPLE ACTIVITIES:**

#	Activity
A3	CIBERVets Program
A11	Study Abroad and Dual Degrees
A13	Multi-Campus and Interdisciplinary Programs
A14	Least Commonly Taught Languages
A15	Foreign Language for Specific Purposes
A16	Business Language Case Competition
A29	Language for Specific Purposes Research
A37	Language for Specific Purposes Symposium
A38	Colorado's Seal of Biliteracy

**II. CU CIBER COLLABORATIONS TOWARDS FOREIGN LANGUAGE EXPERTISE:**

**Anderson Language and Technology Center** at CU Boulder, facilitates the study of foreign languages and cultures through interactive resources. It offers credit and non-credit language classes to faculty, staff, and graduate students and provides its resources to Colorado's K-12 teachers. CU CIBER will support the development and offering of a new multi-campus program where BS and MSIB students at CU Denver can take LCTL courses offered at CU Boulder's Center for Asian Studies and Anderson Language and Technology Center.

**Business Language Case Competition** an annual competition hosted by Brigham Young University and co-sponsored by CU CIBER. This national competition provides students the opportunity to showcase their combined business knowledge, foreign language skills, and case presentation skills and will be conducted in Spanish, Chinese, Arabic, or French. CU CIBER will support a business language team to participate in the Competition. Qualifying round will be held at business language course offerings at CU's Denver, Boulder, and Colorado Springs campuses and a winning team will be selected to represent CU in the national competition in Utah.

## **INVITATIONAL PRIORITY: LANGUAGE INSTRUCTION AND PERFORMANCE TESTING/ASSESSMENT**

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*University of Colorado Denver*

**Center for Asian Studies** at CU Boulder supports Asian Scholarship across disciplines and college boundaries. It organizes events, supports research and teaching, and is a key resource for students and scholars with an interest in Asia, from China and Japan to the countries of the Middle East. Languages taught through the center are Arabic, Chinese, Farsi, Hindi, Japanese, and Korean. CU CIBER will support the development and offering of a new multi-campus program where BS and MSIB students at CU Denver can take LCTL courses offered at CU Boulder's Center for Asian Studies and Anderson Language and Technology Center.

**Colorado's Seal of Biliteracy** was recently passed by state legislature, which encourages students to acquire proficiency in a second language, and encourages students who speak more than one language to develop professional applications skills. Students who attain these proficiencies earn a special credential: the Seal of Biliteracy from Colorado's Department of Education. CU CIBER and CU Boulder's Language for the Professions Program will convene a Business Networking Day to engage business leaders in the Seal of Biliteracy program to facilitate student learning about internship opportunities in international firms and the career benefits of studying World Language & Culture in the context of a professional domain.

**Spanish for the Professions Program** offers a joint degree program designed for exceptional students who wish to combine their BS in Spanish for the Professions from CU Boulder with a Master of Science in International Business from CU Denver. CU CIBER will continue to support this joint program and expand it to a new partnership, namely BS in Asian Studies at CU Boulder Asian Studies Center, and MSIB at CU Denver.

**International Symposium for Languages for Special Purposes (ISLSP)** conference, held every other year, covers ISLSP theory, methodology, content, and institutional structures. Worldwide educators and scholars provide individual papers, panels, roundtable discussions, interactive workshops, posters, and technological tools. CU CIBER will lead the CIBER community in supporting ISLSP by holding a joint conference between ISLSP and the CIBER's Business Language Conference faculty. The 2020 conference will be hosted by UNC, Charlotte. CU CIBER proposes hosting the 2022 conference in conjunction with the RMCIBER Conference in Nevada.

University of Colorado Denver

## Proposed Activities

	Increase Student IB and Cross-Cultural Competency	Increase Knowledge and Skills in Digital Globalization	Internationalize Curricula	Internships, IB Consulting and Study Abroad	Facilitate Veterans and Military Students to Transition to IB Careers	Internationalize MSIs and Community Colleges	Increase Foreign Language Skills	Entrepreneurship	Increase International	Internationalize Foreign Language Expertise	PhD Students	Advanced Faculty and Language Research in IB and Education
Education	1	2	3	4	5	6	7	8	9	10	11	
A1: MSIB Specialization in Global E-Commerce	✓	✓	✓	✓		✓	✓	✓		✓		
A2: Global E-Commerce Field Study	✓	✓	✓	✓				✓		✓		
A3: CIBERVets Program	✓	✓		✓	✓	✓		✓	✓			
A4: IB Career Choice for CIBERVets	✓	✓		✓	✓	✓		✓	✓	✓		
A5: CU CIBER Subscription Program	✓	✓	✓	✓			✓	✓	✓			
A6: CU CIBER Fellows Program for IB Specialists	✓	✓	✓				✓	✓				
A7: Global HR Learning at Lynda.com	✓	✓	✓		✓	✓	✓	✓				
A8: Increase IB Content for Community Colleges	✓	✓	✓	✓	✓	✓		✓				
A9: Tribal Colleges and Universities	✓	✓	✓	✓		✓		✓		✓		
A10: IB and International Affairs Mini-School	✓		✓	✓				✓	✓			
A11: Study Abroad and Dual Degrees	✓		✓	✓					✓			
A12: IE and Internships in One Year MBA Program	✓		✓	✓				✓				
A13: Multi-Campus and Interdisciplinary Programs	✓		✓	✓				✓	✓			
A14: Least Commonly Taught Languages	✓		✓				✓		✓			
A15: Foreign Language for Specific Purposes	✓		✓						✓			
A16: Business Language Case Competition	✓		✓						✓			
A17: Global Freshman Experience	✓		✓	✓					✓			
Research												
A18: Rethinking Work GRC	✓	✓	✓	✓			✓	✓		✓	✓	
A19: Thriving Through Disruption GRC	✓	✓	✓	✓			✓	✓		✓	✓	
A20: Managing Data Privacy GRC	✓	✓	✓	✓			✓	✓		✓	✓	
A21: Research Conference and Publications in IB and IE		✓						✓		✓	✓	
A22: International Social Entrepreneurship Research								✓		✓	✓	
A23: New Venture Internationalization Research								✓		✓	✓	
A24: IB Learning through Failures Research								✓		✓	✓	
A25: Dynamic Cases in International Entrepreneurship	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	
A26: Global Competitiveness Research							✓			✓	✓	
A27: Focused Research on Frontier Markets							✓			✓	✓	
A28: Innovation in IB Education Research	✓		✓						✓		✓	
A29: Language for Specific Purposes Research	✓		✓						✓	✓	✓	
A30: IB and IE Education at CC Research	✓		✓			✓				✓	✓	
Outreach												
A31: Faculty Development in IE Programs	✓	✓	✓			✓		✓		✓		
A32: Denver Start-up Week		✓					✓	✓				
A33: RMCIBER Network	✓		✓	✓	✓	✓		✓	✓	✓	✓	
A34: Global Trade Challenges Webcasts	✓		✓			✓	✓					
A35: Silicon Valley Emerging Tech Conference	✓	✓					✓	✓		✓	✓	
A36: Blockchain in Commodities Supply Chain	✓	✓	✓		✓		✓	✓		✓	✓	
A37: Language for Specific Purposes Symposium	✓		✓		✓	✓			✓		✓	
A38: Colorado's Seal of Bilingualism	✓			✓		✓			✓			
A39: China FDIBs: Belt and Road Initiative	✓		✓			✓				✓	✓	
A40: Overseas FDIB and Country Studies	✓		✓			✓				✓	✓	
A41: PACIBER Conferences	✓		✓			✓		✓	✓	✓	✓	
A42: CIBER MSI Consortium	✓	✓	✓	✓							✓	
A43: CIBER Exports and Jobs Initiatives			✓	✓								
A44: Export Consulting and Internships			✓	✓							✓	
A45: International Executive Roundtables						✓	✓	✓		✓		

PR/Award # P220A180043

**CIBERVETS AND BOOTS TO SUITS***CIBERVets*

- The CIBERVets program's primary objective is to provide multiple avenues for veterans and military students (VMS) to gain real world exposure to international business (IB), including projects with CIBER-partner companies, access to IB courses, and internships
- CIBERVets is offered jointly by CU Denver's Institute for International Business (IIB) and Center for International Business Education and Research, in collaboration with CU Denver's Office of Veteran and Military Students Services (VMSS) and the CU Denver Business School
- Of the 4.1 million Global War on Terrorism (GWOT) veterans in the US, 70% of them are between the ages of 25-34, a sizable demographic of VMS at CU Denver
- VMS in CIBERVets represent all four branches of the Department of Defense as well as reserve personnel (CIBERVets Survey 2018)
- Of all the schools and colleges at CU Denver, the Business School has the second largest enrollment of VMS
- During the academic year 2016-17, the CU Denver Business School had 269 VMS students enrolled in their programs
- The program is highly attractive to VMS, since many of them become interested in IB after their overseas military service (CIBERVets Focus Group 2018)
- Most members have learned a foreign language as it relates to their previous overseas contingency operations service (CIBERVets Survey 2018)
- Most members have already gained work experience involving international supply chain management, procurement, project management, along with a strong understanding and appreciation of different cultures (CIBERVets Focus Group 2018)
- VMS seek further experience in disciplines such as International Marketing, Importing/Exporting, and Entrepreneurship (CIBERVets Survey 2018)
- CIBERVets offers three different levels of participation to its members: Level 1 – Peer, Level 2 – Associate, Level 3 – Partner
- Level 1 – Peer consists of priority invitation to: International Executive Roundtable, World Trade Day Conference in Denver, International Student Business Network (IBSN) membership, IIB Faculty Director focused advising, CIBERVets community networking events
- Level 2 – Associate consists of CIBERVets seminars, IB consulting course, application to Pathways to International Internships and Employment (PIIE) program, and application to international field study
- Level 3 – Partner consists of upper-class undergraduate and graduate students' participation in CU Denver's Boots to Suits program, CEO leadership lectures, industry-specific exposure, and skills workshops
- CIBERVets members greatly value the structure the program provides, since once they leave the military they often struggle to thrive in an unstructured university environment (CIBERVets Focus Group 2018)

## **CIBERVets AND BOOTS TO SUITS**

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*University of Colorado Denver*

### *Boots to Suits: Professional Development Program*

- CU Denver has developed Boots to Suits – a nationally recognized program to assist VMS to transition from the military to the classroom and then from the classroom to the workforce.
- As such, CU Denver is ranked #11 for best 4-year universities for veterans in 2018 (*Military Times Best: Colleges, 2018*)
- CU Denver /Anschutz has also received the GOLD designation on 2018 list of the nation's top Military Friendly schools (*Military Friendly, 2018*)
- CIBERVets complements the Boots to Suits program by offering access to IB courses, programs, internships, and professional mentoring
- The requirements to complete the Boots to Suits program include a minimum of 6 meetings with a professional mentor, 6 Launch meetings (an initiative in collaboration with CU Denver's Career Center), attendance to 2 Boots to Suits/Denver Metro Chamber of Commerce events (mock interview and anniversary celebration), volunteer service and an essay summarizing the student's experience.
- At the end of the program and upon successful completion of all requirements, students will be fitted with a custom suit from Brooks Brothers

### *The Significant Difference that CIBERVets and Boots to Suits Make*

- Mike Petschel, one of CU Denver's veteran alums, is now the Country Manager, Asia at Molson Coors International and one of the founders of the Boots to Suits program. Before Mike was hired at Molson Coors International, he was given the opportunity to complete an internship there through the CU CIBER's internship program
- Manny Aguilar, a current IB undergrad, is a graduate of Boots to Suits and a participant in the CIBERVets program. Through CIBERVets, Manny secured an internship with World Trade Center Denver where he was assigned duties such as market research, radio interviews, and selecting speakers for the 2018 World Trade Day
- Since 2017 the CIBERVets program has achieved the following:
  - Created a community of about 80 VMS interested in international business
  - Provided focused faculty academic advising and direction for multiple VMS interested in international business
  - Achieved enrollment of students in CU Denver's International Business Consulting class supported by CU CIBER
  - Formalized pathways to internships and employment for military related students including personal and professional development
  - Promoted and made available internships with the World Trade Center Denver and facilitated involvement in their young professionals networking group
  - Helped promote and boost membership in the CU Denver International Business Student Network (IBSN) to further VMS success
  - Promoted and invited VMS to International Executive Roundtable events with industry leaders and influencers
- Through the partnership with the VMSS, CIBERVets plans to further increase enrollment rates in the Boots to Suits program as well as increase job placement rates of VMS upon graduation

**CU CIBER Subscription Program**

*“Live as if you were to die tomorrow. Learn as if you were to live forever.” (Mahatma Gandhi)*

**What is the CU CIBER Subscription Program?**

An opportunity to engage CU alumni and business practitioners in a journey of continuous, relational, and long-term learning in International Business (IB).

**What Benefits Does It Provide?**

*For the Learner (Alumni and Business Practitioners)*

- Provides learners with access to educational resources to continuously update their knowledge and skills in IB and facilitate their and their companies’ competitive edge in the global marketplace.
- Offers learners an expansive option of educational programs and activities in IB including workshops, symposiums, lectures, webcasts, publications, resource guides, courses, course modules, and international field studies.
- Simplifies the search and purchase decision-making process for learners by providing them with convenient and timely information about available educational programs and activities, as well as affording them priority access to regularly offered programs, such as update sessions and international executive roundtable lectures.
- Provides learners the flexibility to avail themselves of different learning platforms (classroom, online, hybrid), including options that are customizable to the learner’s preferences.

*For the University of Colorado*

- Enhances the value of a business degree from CU by bundling continuous and long-term learning opportunities in IB with traditional 4-year undergraduate and 2-year graduate degrees.
- Enables CU to forge a long-term partnership with students by offering them a “bundled educational value” where student engagement with and learning from CU does not end upon their graduation.
- Transforms the continuing education model at CU from one that is transactional and duration-defined (i.e., “pay as you go”) to a model that is relational (i.e., CU as a long-term partner for long-term, ongoing, continuous education).
- Creates a new, more predictable, recurring, and long-term revenue stream for CU.

**How does it work? What are its key features?**

The IIB selected the CU EMBA program (a university-wide MBA program offered jointly by CU’s four campuses) as its launch partner for the CU CIBER program. The following are the suggested key features of the proposed program:

- Incoming EMBA participants (Class of 2020) will receive a free 2-year subscription bundled with their program.
- The same free 2-year subscription will be offered to the graduates of the EMBA program for the Classes of 2016 to 2019.
- The subscription will provide participants access to various educational programs and activities for continuous learning in IB at no additional cost. These include classroom and online access to a bi-annual 2-day Changing Context of Global Business workshop; passes to five of the IIB’s international

## **CU CIBER SUBSCRIPTION PROGRAM**

*University of Colorado Denver*

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executive roundtable lectures; invitation to and registration in selected IB workshops and conferences organized by the IIB and the CU EMBA program; and other international lectures, webcasts, newsletters and publications (TBD).

- Participants who upgrade to a premium subscription will get the abovementioned benefits as well as priority access and/or discounted fees to other IB learning options, including (1) CU EMBA's popular international field studies (offered quarterly); (2) IB conferences/workshops organized by the IIB and partner organizations (e.g., Blockchain in the Commodities Global Supply Chain), invitation-only lectures, courses, and course modules (e.g., new course modules on Global E-Commerce), publications (e.g., reports from Global Research Collaboratories), fireside chats with international experts, and others activities (TBD). IB practitioners will also receive priority invitations to CU CIBER's IB Fellows program, a bi-annual 3-day conference of global business learning and networking.
- Participants may extend their subscription at any time prior to the expiration of the free subscription period.

CU Denver's Chancellor and Provost and Vice Chancellor for Student and Academic Affairs have provided the IIB the permission to develop the business model and plans for the program and to include it in CU CIBER's proposed educational activities for the 2018-2022 grant period. They have tasked the IIB and CU CIBER to work with various academic units of the university (e.g., colleges, alumni relations, extended studies) that may be impacted by the program and/or that could assist with its launch and implementation.

CU CIBER will focus on program innovation and design while the CU EMBA program will address operationalization issues, including developing pricing and financial models. The CU EMBA program will commit \$60,000+ and teaching/staff resources to support the launch of the program. The IIB has proposed the CU CIBER Subscription Program as one of its major activities for the new grant cycle. Dr. Serapio, CU CIBER's Faculty Director, will draw on his expertise developing successful programs for universities and multinational companies to lead the design and development of the program.

### **Next Steps and High-Impact Expansion Opportunities**

CU Denver's administration is eagerly supportive of the CU CIBER Subscription program because it aligns well with the university's focus on educational innovation, student success, and student retention. In addition to expanding the subscription model to other programs at CU Denver and the CU system, the program provides the university an opportunity to forge stronger ties with the business community. In fact, the IIB's Global Advisory Board is exploring the offering of the program to its member companies and other business partners.

Finally, the subscription model that CU CIBER is proposing offers a unique opportunity for the overall CIBER program to leverage its strong position as a national resource for IB teaching and training. The CU CIBER's Subscription Program can serve as a model for other CIBERs to launch their own programs. Moreover, if a consortium of CIBERs is able to develop a subscription program whereby company and individual participants can gain access to programs offered by multiple CIBERs, it will be a major contribution to the US Department of Education's goal of making CIBERs a national resource for advancing IB education and promoting US global competitiveness.

CU Denver Business School is a public urban university with a strong research tradition. Faculty publishes in top academic journals, serves on editorial boards (International Business: *Journal of International Business Studies*, *Journal of World Business*, *Journal of International Marketing Strategy*, *Journal of Teaching in International Business*), and their research is featured in popular business publications, such as *The Wall Street Journal*, *Bloomberg*, *CNBC*, *Reuters*, and *Forbes*. A Texas A&M/University of Georgia Publications Survey ranked the management faculty (including 3 faculty members in IB) 25<sup>th</sup> in faculty productivity and 17<sup>th</sup> in faculty per capita productivity among management programs nationwide.

CU CIBER's proposed research program during the new grant cycle will seek to advance ongoing research in IB, IE, Digital Entrepreneurship, Frontier Markets, IB Pedagogy, and Language and Culture Studies. We highlight key research projects below.

## **I. INTERNATIONAL BUSINESS, GLOBAL HRM, INTERNATIONAL MANAGEMENT RESEARCH**

**Wayne Cascio**, Robert H. Reynolds Chair in Global Leadership, Professor of Management, Business School; Senior Editor, *Journal of World Business*

- Managing Human Resources: Productivity, Quality of Work Life, Profits (11th ed.), *New York, NY: Irwin/McGraw-Hill*, in press
- Reflections on the Metamorphosis at Robben Island: The Role of Institutional Work and Positive Psychological Capital, *Journal of Management Inquiry*, in press
- Global Talent Management and Performance in Multi-National Enterprises: A Multilevel Perspective (with D. Collings and K. Mellahi), *Journal of Management*, in press
- Science's Reproducibility and Replicability Crisis: International Business is Not Immune (with H. Aguinis and R. Ramani), *Journal of International Business Studies*, 2017
- Utility Analysis (S. Rogelberg, Ed.), *Encyclopedia of Industrial and Organizational Psychology*, 2017
- The Oxford Handbook of Talent Management. (Co-edited with D. Collings and K. Mellahi), Oxford UK: Oxford University Press 2017
- Human Capital Analytics: Why Are We Not There? (with John Boudreau) *Journal of Organizational Effectiveness: People and Performance*, 2017
- Investing in People: The Financial Impact of Human Resource Initiatives (2<sup>nd</sup> ed.) (with John Boudreau), *Pearson Education*, 2011

### **Proposed Research: Global Management in the Age of External Intelligence**

Professor Cascio's research (with Dr. Ramiro Montealegre) will examine the changing context of talent management in an age of external intelligence (e.g. gig economy, artificial intelligence, digital disruption). His research will address implications of this new context for (a) Recruitment and Selection, (b) Staffing, (c) Training and Development, and (d) Compensation in a global context.

**Vinit Desai**, Associate Professor of Management, Business School

- Collaborative Stakeholder Engagement: An Integration Between Theories of Organizational Legitimacy and Learning. *Academy of Management Journal*, In press
- Under the Radar: Regulatory Collaborations and Their Selective Use to Facilitate Organizational Compliance, *Academy of Management Journal*, 2016
- The Behavioral Theory of the (Governed) Firm: Corporate Board Influences on Organizations' Responses to Performance Shortfalls, *Academy of Management Journal*, 2016
- Learning Through the Distribution of Failures Within an Organization: Evidence from Heart Bypass Surgery Performance, *Academy of Management Journal*, 2016

**Proposed Research: Multi-Market contact in learning through failures**

Professor Desai will extend his research on organizational failures to an international context and examine how companies learn from failure in different market.

**David Chandler**, Assistant Professor of Management, Business School

- Strategic Corporate Social Responsibility: Stakeholders, Globalization, and Sustainable Value Creation, *Sage Publications, Inc., 4<sup>th</sup> edition*, 2017
- Corporate Social Responsibility: A Strategic Perspective, *Business Expert Press*, 2015
- Learning from Learning Theory: A Model of Organizational Adoption Strategies at the Micro Foundations of Institutional Theory (with Hokyu Hwang), *Journal of Management*, 2015
- Organizational Susceptibility to Institutional Complexity: Critical Events Driving the Adoption and Implementation of the Ethics & Compliance Officer Position, *Organization Science*, 2014
- Morals, Markets, and Values-Based Businesses, *Academy of Management Review*, 2014

**Proposed Research: Strategic Corporate Social Responsibility in a Global Context**

Professor Chandler will examine the implications of corporate social responsibility from a global strategic context.

## **II. INTERNATIONAL ENTREPRENEURSHIP RESEARCH**

**Manuel Serapio**, Associate Professor and Program Director of International Business, Business School; Member of Editorial Board, *Journal of Teaching in International Business*

- International Entrepreneurship (with A. Zucchella and B. Hagen), Edward Elgar, in press
- Ofo and Bike Ride Sharing: Is Bike Ride Sharing the Next International Entrepreneurial Opportunity? In *International Entrepreneurship* (with A. Zucchella and B. Hagen), Edward Elgar, in press
- High Potential Concepts, Phenomena and Theories for the Advancement of International Entrepreneurship Research (with Patricia McDougall-Covin and Marian Jones), *Entrepreneurship Theory and Practice*, 2014
- Special Issue: International Entrepreneurship, *Entrepreneurship Theory and Practice*, 2014

- Social Entrepreneurship Research Case on Nokero, Lighting the World, *International Business*, 16<sup>th</sup> Edition, by Daniels, Radebaugh and Sullivan, 2017
- Cases in International Business and International Entrepreneurship; *PACIBER Casebook: Dynamics of International Business: Asia-Pacific Business Cases*, Cambridge University Press, 2013
- King King – Entrepreneurship in China (with Henry Tsuei), *PACIBER Casebook: Dynamics of International Business: Asia-Pacific Business Cases*, 2013

**Proposed Research: Digital Globalization and International Entrepreneurship**

Dr. Serapio's research will focus on the intersection of digital globalization and international entrepreneurship, as well as cross-border e-commerce in the age of digital globalization. In addition, he will edit dynamic cases on International Entrepreneurship.

**Jingting Liu**, Assistant Professor, International Business, University of Colorado Denver

- Covered in Gold: Examining Gold Consumption by Middle Class Consumers in Emerging Markets. *International Business Review*, 2016
- Chapter 15 Evolution of the Export Marketing Literature through Cavusgil's Seminal Writings. Research Handbook on Export Marketing (with Koc, O. T.), 2014
- Learning, Product Innovativeness & Firm Performance: The Critical Role of Market Learning (with D. Shah, D. & S. T. Cavusgil), targeted journal: *Journal of Marketing*, and *Journal of Marketing Research*
- Marketers vs. Technicians: Who are Better Innovators and Entrepreneurs? (with Shah, D., Bamiatzi, V. & S. T. Cavusgil), targeted journal: *Journal of Marketing* and *Journal of Product Innovation Management*
- Learning and Innovativeness of Entrepreneurial Ventures: Evidence from China (with Cavusgil, S. T.), targeted journal: *Journal of International Marketing*

**Proposed Research: Learning, Product Innovativeness, and Firm Performance; and Learning and Innovativeness of Entrepreneurs: Evidence from China**

Dr. Liu's research will examine market, product, and technology learning and innovation from an entrepreneurial context. In addition, Dr. Liu will launch a new project on marketing to millennials in international markets. Dr. Liu's research will have important implications for cross-border e-commerce and US-China business.

**III. DIGITAL ENTREPRENEURSHIP AND GLOBAL E-COMMERCE**

**Jahangir Karimi**, Professor of Information Systems, Director of Information Systems Business School

- A Unified Model for the Adoption of Electronic Word of Mouth on Social Network Sites: Facebook as the Exemplar (with Navid Aghakhani and Mohammad Salehan), *International Journal of Electronic Commerce*, 2018

- Corporate Entrepreneurship, Disruptive Business Model Innovation Adoption, and its Performance: The Case of Newspaper Industry (with Zhiping Walter), *Long Range Planning*, 2016
- Perceptions and Attitudes Toward Online Mapping Services (with Michael Erskine and Dawn Gregg), *Journal of Computer Information Systems*, 2016
- The Role of Dynamic Capabilities in Responding to Digital Disruption: A Factor Based Study of the Newspaper Industry (with Zhiping Walter), *Journal of Management Information Systems*, 2015
- Student Engagement in Course-Based Social Networks: The Impact of Instructor Credibility and Use of Communication (with Jehad Imlawi and Dawn Gregg), *Computers and Education Journal*, 2015
- Geospatial Reasoning Ability: Construct and Substrata Definition, Measurement, and Validation (with Michael Erskine, Dawn Gregg, and Judy Scott), *International Journal of Human-Computer Interaction*, 2015

**Proposed Research: The Role of Digital Platforms in Ecosystem Capabilities in Participants Firms Performance**

Building on his top cited work in digital disruption and dynamic capabilities, Dr. Karimi will examine the impact of ecosystem platforms on firm performance in global markets.

**Jiban Khuntia**, Assistant Professor, Information Systems; Co-Director, CSIS PhD Program, Business School

- Patient Empowerment and Engagement with a Health Infomediary (with Dobin Yim, Mohan Tanniru, and Sanghee Lim), *Health Policy and Technology*, 2017
- Information Technology and Sustainability: Evidence from an Emerging Economy (with Terence Saldanha, Sunil Mithas, and V. Sambamurthy), *Production and Operations Management*, 2017
- How Service Offerings and Operational Maturity Influence the Viability of Health Information Exchanges, *Production and Operations Management*, 2017
- Sharing News Through Social Networks (with Hang Sun and Dobin Yim), *International Journal on Media Management*, 2016
- Identifying Bands in the Knowledge Exchange Spectrum in an Online Health Infomediary (with Dobin Yim and Young Argyris), *International Journal of Healthcare Information Systems and Informatics*, 2015

**Proposed Research: The Role of Online Health Infomediaries in Knowledge Exchanges**

Dr. Khuntia will extend his research on health information systems to a global and comparative context.

**IV. OTHERS: GLOBAL COMPETITIVENESS RESEARCH AND FRONTIER MARKET RESEARCH**

Dr. Lawrence Cunningham, Accenture Term Professor of Marketing

**Proposed Research: Luxury Marketing and Global Markets**

Chen Ji, Senior Instructor of Finance, and Dr. Stephen Thomas, Associate Professor of Political Science

**Proposed Research: China's Belt and Road Initiative and its Impact on Frontier Markets**

Chen Ji, Senior Instructor of Finance

**Venture Capital Finance in Africa's Frontier Markets**

Dr. Jian Yang, JP Morgan Chair Professor of Finance

**Proposed Research: Global Commodities and Disruptive, Technologies (Blockchain)**

Dr. Yosef Bonaparte, Assistant Professor of Finance

**Proposed Research: Global Political Disruption and Stock Market Performance**

Ms. Missy Kautt, Instructor, International Business

**Proposed Research: New Venture Internationalization: A Three-Country Comparative Study**

Dr. Onook Oh, Assistant Professor of Information Systems

**Proposed Research: Exploration of Different Cybersecurity Behavior Between Cyber Offender and Defender**

Dr. Rina Ray, Assistant Professor of Finance

**Proposed Research: Immigrant Entrepreneurial Competitiveness.**

**V. OTHERS: IB PEDAGOGY, LANGUAGE AND CULTURE**

Dr. Mary Long, Director, Spanish for the Professors Program

**Proposed Research: Language for Specific Purposes (follow-up research to Language for Specific Purposes: Trends and Curriculum Development, Georgetown University press, 2017)**

Dr. Stephen Hartnett, Director of Undergraduate Programs, Professor of Communications

**Proposed Research: Dilemmas and Opportunities of US-China Communication in an Age of Globalization**

Mr. Roy Becker, Instructor, International Business

**Proposed Research: Global E-Commerce and Logistics Education at Community Colleges**

Dr. Manuel Serapio, Associate Professor of International Business

**Proposed Research: Innovation in IB Education (with Dr. Tamer Cavusgil, Georgia State University and Dr. Joseph Cheng, University of Illinois)**

*One of the key advantages of the Institute for International Business (IIB) is its deep ties with business and industry. In fact, the IIB was established from seed grants from KPMG and Gates Corporation. For the past 30 years, IIB Board member companies (several members serve concurrently in the CIBER Advisory Council) and business partners have actively supported IIB programs.*

*During the new grant cycle, the following members will play key roles in CU CIBER's proposed major initiatives.*

## **I. DIGITAL GLOBALIZATION AND GLOBAL E-COMMERCE SPECIALIZATION**

**Co-Chairs:** Ryan Kunisch, Vice President, Forte Information Resources (CU Alumni), formerly Senior Director at Global Healthcare Exchange and Director, Trimble; Steve Katsaros, founder, Nokero International (CU Entrepreneurship Center graduate).

**Invited participants (Project/Internship Sponsors:** Peaks Marketing, Amplio Digital, Next Level Resources Partners and Solix Technologies.

## **II. GLOBAL E-COMMERCE DESIGN TEAM**

- Alexis Horowitz Burdick, founder of Luxola. Ms. Burdick is a successful e-commerce entrepreneur who founded Luxola and sold it to Sephora (LVMH). She has returned to Colorado and will assist with the design of global e-commerce specialization.
- Nikhil Venkatesh, Founder SlopeJet, Senior Vice President, Rainmaker.
- Ryan Kunisch, Vice President, Forte Information Resources (CU alumni).

## **III. INTERNATIONAL FIELD STUDY DESIGN TEAM**

**Co-Chairs:** Dr. Jingting Liu, Assistant Professor of International Business, Business School, University of Colorado Denver; Dr. Xueguang Chen, Vice Professor and Director (Engineering Management and E-Business), Zhejiang Gongshang University.

The Institute for International Business has entered into a partnership agreement with the Modern Business Research Center, Institute of Humanities and Social Sciences, Zhejiang Gongshang University (ZJU). ZJU is one of China's leading centers in global e-commerce studies. ZJU's E-Business program and Modern Business Research Center will help CU CIBER organize the Global E-Commerce Field Study (A2), training workshops for CU Denver faculty (A1), and an International Research Conference on International Entrepreneurship (A21).

**IV. GLOBAL RESEARCH COLLABORATORY (GRC)**

**Rethinking Work GRC**

- Devin Fidler, Founder, Rethinkery labs (CU alumni)
- Eric Drummond, Managing Director, Baxter Krause
- Dennis Leonard, Vice President, Human Resources, Arrow Electronics

**Thriving Through Disruption GRC**

- Julie Tracy Lockwood, Program Director, Integration Services, IBM Global Services (CU alumni)
- Brandon Wilcox, Audit Partner, KPMG

**V. MANAGING DATA PRIVACY (GRC)**

- Ian Bird, Senior Vice President and General Counsel, Norican Group
- Henry Tsuei, Managing Director, Asia, UATP

**VI. ABCD AND THE GLOBAL ENTERPRISE SILICON VALLEY CONFERENCE**

- Sai Gundavelli, CEO, Solix Technologies

Mr. Gundavelli will host two conferences in Silicon Valley where Solix is headquartered.

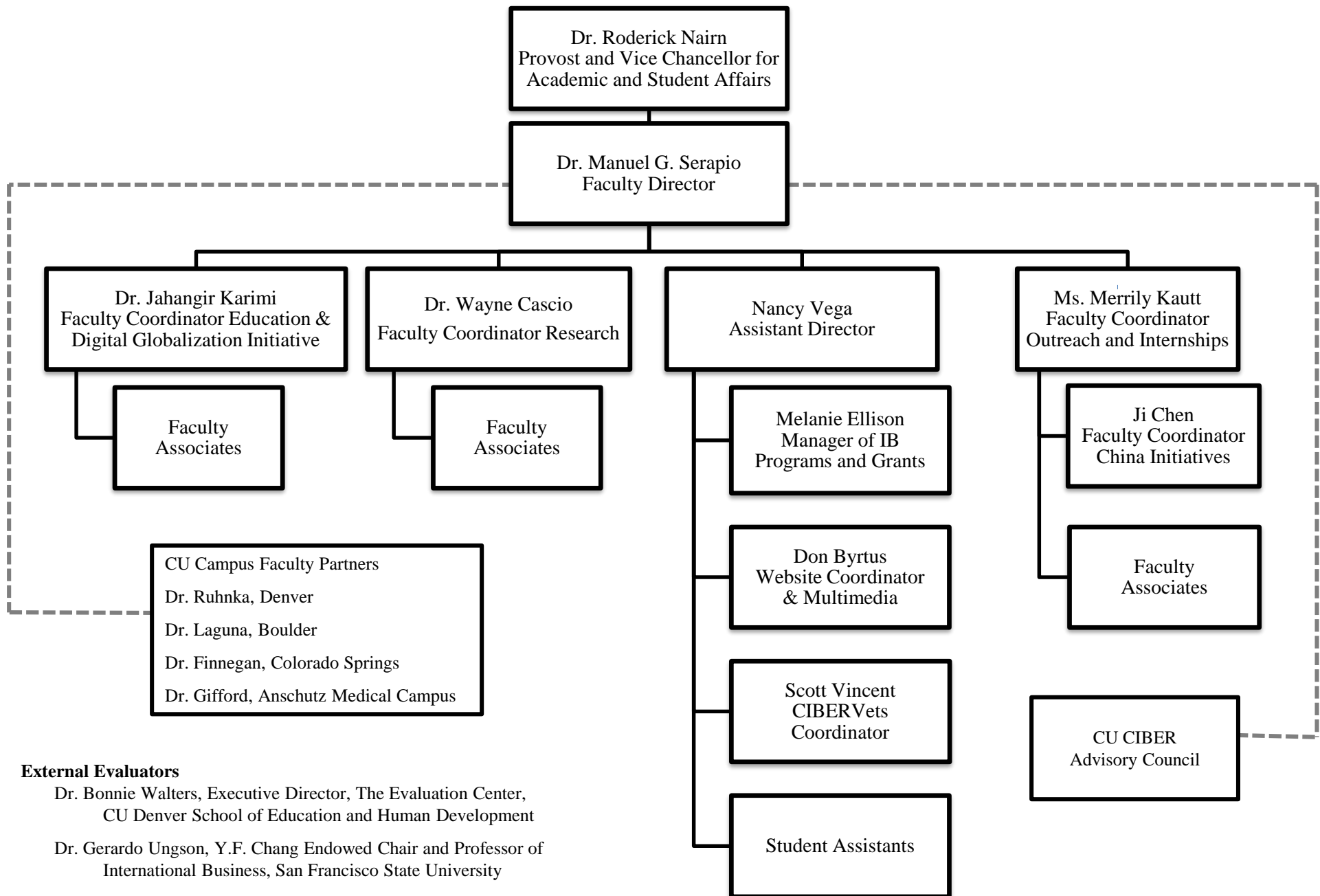
**VII. CU CIBER SUBSCRIPTION**

- Robert E. Joyce, Jr., CEO, Norican Group
- Michael Petschel, Country Manager, Asia, Molson Coors International (CU Alumni)

Mr. Joyce and Mr. Petschel will assist with the development and launch of the CU CIBER subscription program.

**VIII. CIBERVETS, IB CAREER CHOICE AND GLOBAL SUPPLY CHAIN AND LOGISTICS**

- Larry Oberly, President, Speed Pro Printing
- John Boner, Vice President, Sales and Marketing, Cap Logistics

**External Evaluators**

Dr. Bonnie Walters, Executive Director, The Evaluation Center,  
CU Denver School of Education and Human Development

Dr. Gerardo Ungson, Y.F. Chang Endowed Chair and Professor of  
International Business, San Francisco State University

University of Colorado Denver

	Year 1 2018-2019				Year 2 2019-2020				Year 3 2020-2021				Year 4 2021-2022			
Proposed Activities	Oct - Dec	Jan - Mar	Apr - June	July - Sept	Oct - Dec	Jan - Mar	Apr - June	July - Sept	Oct - Dec	Jan - Mar	Apr - June	July - Sept	Oct - Dec	Jan - Mar	Apr - June	July - Sept
<b>Education</b>																
A1: MSIB Specialization in Global E-Commerce																
A2: Global E-Commerce Field Study																
A3: CIBERVets Program																
A4: IB Career Choice for CIBERVets																
A5: CU CIBER Subscription Program																
A6: CU CIBER Fellows Program for IB Specialists																
A7: Global HR Learning at Lynda.com																
A8: Increase IB Content for Community Colleges																
A9: Tribal Colleges and Universities																
A10: IB and International Affairs Mini-School																
A11: Study Abroad and Dual Degrees																
A12: IE and Internships in One Year MBA Program																
A13: Multi-Campus and Interdisciplinary Programs																
A14: Least Commonly Taught Languages																
A15: Foreign Language for Specific Purposes																
A16: Business Language Case Competition																
A17: Global Freshman Experience																



Planning



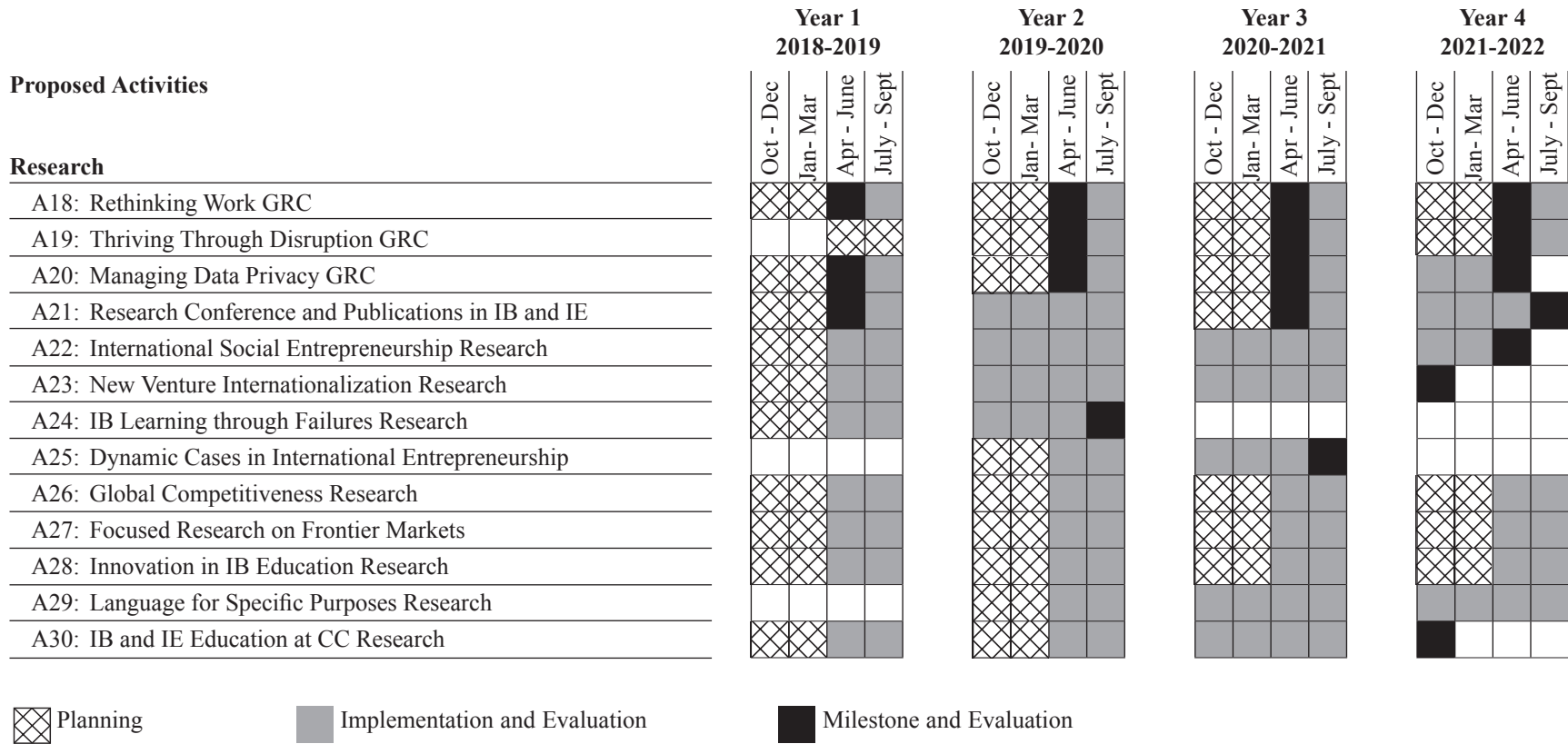
Implementation and Evaluation



Milestone and Evaluation

# MANAGEMENT PLAN: PLANNING, IMPLEMENTATION, MILESTONES

University of Colorado Denver



# MANAGEMENT PLAN: PLANNING, IMPLEMENTATION, MILESTONES

University of Colorado Denver

	Year 1 2018-2019				Year 2 2019-2020				Year 3 2020-2021				Year 4 2021-2022			
Proposed Activities	Oct - Dec	Jan - Mar	Apr - June	July - Sept	Oct - Dec	Jan - Mar	Apr - June	July - Sept	Oct - Dec	Jan - Mar	Apr - June	July - Sept	Oct - Dec	Jan - Mar	Apr - June	July - Sept
<b>Outreach</b>																
A31: Faculty Development in IE Programs	■						■					■				
A32: Denver Start-up Week					▨	▨	▨	■					▨	▨	▨	■
A33: RMCIBER Network					■								■			
A34: Global Trade Challenges Webcasts	▨	■					▨	▨	▨	■						
A35: Silicon Valley Emerging Tech Conference					▨	▨	▨	■					▨	▨	▨	■
A36: Blockchain in Commodities Supply Chain Symposium	▨	▨	▨	■					▨	▨	▨	■				
A37: Language for Specific Purposes Symposium			▨	▨	▨	■					▨	▨	▨	■		
A38: Colorado's Seal of Biliteracy																
A39: China FDIBs: Belt and Road Initiative	▨	■		▨	▨	■			▨	■		▨	▨	■		
A40: Overseas FDIB Country Studies	▨	▨	▨	▨	■		▨	▨	■	▨	▨	▨	▨			
A41: PACIBER Conferences	▨	▨	▨	■	▨	▨	▨	■	▨	▨	▨	■	▨	▨	▨	■
A42: CIBER MSI Consortium																
A43: CIBER Exports and Jobs Initiatives																
A44: Export Consulting and Internships	▨	▨	▨													
A45: International Executive Roundtables																



Planning



Implementation and Evaluation



Milestone and Evaluation

**Management**

- Dr. Manuel Serapio, IIB and CIBER Faculty Director, directs overall strategy, management, and evaluation; coordinates with campus leaders; and oversees key business and academic partnerships
- Ms. Nancy Vega, IIB and CIBER Assistant Director, oversees CIBER program administration, evaluation, reporting and budgeting
- Dr. Wayne Cascio, Reynolds Chair Professor of Global Leadership (Faculty Coordinator-Research); Dr. Jahangir Karimi, Professor of Information Systems (Faculty Coordinator-Education); Ms. Merrily Kautt, Instructor of IB (Faculty Coordinator-Outreach and Internships)
- Ms. Melanie Ellison, IIB Programs and Grants Administration Manager, manages day to day operations, assists with budgeting and reporting and coordinates administration for FDIBs and IERs

**Evaluation**

- Ms. Bonnie Walters, Executive Director, Evaluation Center, CU Denver
- External, Dr. Gerardo Ungson, Y.F. Chang Endowed Chair and Professor of International Business, San Francisco State University

**Education Activities**

- Global E-Commerce, Digital Globalization Initiatives: Dr. Manuel Serapio; Dr. Jahangir Karimi; Dr. Jingting Liu, Assistant Professor of IB; Dr. Carol Miller, Chair, Business and Economics, CCD
- CIBERVets, Boots to Suits: Mr. Patrick Browne, Director, Veteran & Military Student Services; Nancy Vega
- IB Graduate and Undergraduate Curricula: Dr. Madhavan Parthasarathy, Director, Jake Jabs Center for Entrepreneurship; Dr. Jahangir Karimi
- IB Subscription Program and Long-Term Learning: Mr. Nicholas Hamilton-Archer, Executive Director, CU EMBA Program; Dr. John Ruhnka, Professor of IB; Dr. Manuel Serapio
- International Studies, Joint BA/MS Programs, Language and Culture Certificate Program, Language for Specific Purposes: Dr. Mary Long, Chair, International Spanish for the Professions, CU Boulder; Dr. Kathleen Bollard, Associate Dean, College of Arts and Sciences and Associate Professor of Spanish; Dr. Stephen Hartnett, Chair, Department of Communications; Dr. Timothy Oakes, Faculty Director, Center for Asian Studies, CU Boulder
- Overseas Study Programs (Global Freshman Experience, Strasbourg, International College Beijing, Japan Study Tour for Architecture students, Singapore Study Tour for Arts & Media students): Dr. Manuel Laguna, Director, Global Initiatives and Professor of Management Science, CU Boulder; Dr. Carol Finnegan, Associate Professor of Marketing and IB, CU Colorado Springs

**Research Activities**

- Global Research Collaboratories: Dr. Wayne Cascio; Dr. Ramiro Montealegre, Professor of Information Systems; Dr. Jahangir Karimi; Dr. Jiban Khuntia, Assistant Professor of Information Systems. External partners: Devin Fidler, Founder, Rethinkery Labs; Robert Joyce, CEO, Norican Group; Ian Bird, SVP, Norican Group; Julie Tracy Lockwood, IBM Global Services

## **CU CIBER MANAGEMENT PLAN AND ACTIVITY LEADERS**

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*University of Colorado Denver*

- International Entrepreneurship Research: Dr. Manuel Serapio; Dr. Patricia McDougall-Covin, Professor of Entrepreneurship, Indiana University; Dr. Vinit Desai, Associate Professor of Management; Steve Katsaros, Founder, Nokero; Dr. Liu
- IB Research: Dr. Wayne Cascio; Dr. Lawrence Cunningham, Professor of Marketing; Dr. Carol Finnegan; Dr. Blair Gifford, Professor of Management and Global Health; Dr. Stephen Thomas, Associate Professor of Political Science
- Language, Culture and Pedagogy: Dr. Mary Long; Dr. Kathleen Bollard; Dr. Manuel Serapio

### **Outreach Activities**

- RMCIBER Network: Nancy Vega; CCD Partnerships: Dr. Carol Miller; Dr. Jiban Khuntia
- FDIBs: Dr. Serapio; Ji Chen, Faculty Coordinator of China Initiatives; Nancy Vega; Melanie Ellison
- Conferences (Silicon Valley ABCD Conference, Hangzhou Conference, PACIBER): Dr. Manuel Serapio; Sai Gundavelli, CEO, Solix Technologies; Dr. Xueguang Chen, Deputy Director, School of Management and E-Business, Zhejiang Gongshang University; IB Learning at Lynda.com: Dr. Wayne Cascio
- Export and Jobs Initiatives: Mr. Roy Becker, IB Lecturer and Principal, RBSeminars
- Internships: Merrily Kautt; Nancy Vega
- AIHEC, TCU and MSI Partnership: Al Kuslikis, Senior Associate, AIHEC; Dr. Serapio

### **Faculty Champions (CU Campuses)**

- CU Denver: Dr. Ruhnka
- CU Boulder: Dr. Laguna
- CU Colorado Springs: Dr. Finnegan
- Anschutz Medical Campus: Dr. Gifford

**ROY BECKER**

*Adjunct Faculty Member, International Business, CU Denver*

**Education**

Completed programs at Livingston International, US Council on Intl Banking, American Law Institute, etc., on international business, trade, banking, exports, and law

**Professional Experience**

Mr. Becker, a leading expert in international trade and banking and a nationally recognized speaker, is an adjunct faculty member at CU Denver. He teaches international trade and financial management for the MS in International Business program. Mr. Becker conducts seminars at the World Trade Center Denver and the Center for Financial Training Western States, South Dakota International Trade Center, Midwest Global Trade Association (MN), and for multinational company clients in Asia. He is author of *A Banker's Insight on International Trade: Tips, Techniques, and Tales from Practical Experience*, and several e-books on the same topic. Mr. Becker is President of Roy Becker Seminars, a company specializing in educating companies on how to mitigate the financial risks of importing and exporting. Prior to starting the training company, Mr. Becker had over 30 years of experience working in international departments of several major banks, facilitating intricate banking transactions associated with international trade. Mr. Becker will lead CU CIBER's outreach activities relating to exports and jobs initiatives.

**KATHLEEN BOLLARD**

*Associate Dean for Faculty and Staff Affairs; Associate Professor, Spanish; College of Liberal Arts and Sciences, CU Denver*

**Education**

PhD and MA Comparative Literature, University of California at Berkeley; MBA University of Colorado; BA English, Santa Clara University

**Professional Experience**

Dr. Bollard is Associate Dean for Faculty and Staff Affairs and Associate Professor of Spanish in the Department of Modern Languages in the College of Liberal Arts and Sciences at CU Denver. She teaches second year Spanish, culture and civilization of Spain, Medieval Spanish literature, golden age drama, and Don Quijote. Her research interests include cross-disciplinary signature programs as well as early modern European literature, in particular 16th Century Spanish prose. She recently received the prestigious Leadership in Public Higher Education Award for her work with stakeholders in developing policies that benefit the State of Colorado and the University of Colorado. Dr. Bollard will lead the Business Language Case Studies project, will co-lead the Seal of Biliteracy program, and will serve on the CU CIBER Advisory Council.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **JOSEF BONAPARTE**

*Assistant Professor of Finance, CU Denver*

#### **Education**

PhD Economics and MA Mathematics, University of Texas Austin; MA and BA Economics, Haifa University and the Technion-Israel Institute of Technology

#### **Professional Experience**

Dr. Bonaparte is Assistant Professor of Finance in the Business School at CU Denver, where he teaches finance and economics courses. His main research interest is in portfolio choice and asset pricing. In particular, he examines how political climate and political affiliation influence portfolio choice and the stock market. Dr. Bonaparte's research has been published in the *Journal of Finance Economics*, *Journal of Monetary Economics*, and *Applied Economics*, among others. His work has also been cited in top media outlets throughout the world including *The Wall Street Journal*, *The New York Times*, ABC, CNBC, and MarketWatch. Dr. Bonaparte will conduct research on global disruption and stock market performance.

### **PATRICK BROWNE**

*Director, Veteran & Military Student Services, CU Denver*

#### **Education**

BS Business Administration and Human Resources Management, University of Colorado Denver

#### **Professional Experience**

Mr. Browne is Director of Veteran and Military Student Services (VMSS) at CU Denver, where he is responsible for providing CU Denver's veteran students with support throughout their transition into the university environment. Through specialized programs, services, and resources, VMSS assists veteran students with their progression from college to the work force and a professional career. The VMSS at CU Denver has received important recognition for its work with veterans and military students, including being ranked 11<sup>th</sup> in the Military Times 2018 Best Colleges Rankings and Military Friendly's GOLD designation. Mr. Browne served in the U.S. Army for four years with assignments in Iraq and South Korea. He will work with the CU CIBER to facilitate the CIBERVets program.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **WAYNE CASCIO**

*Distinguished Professor; Robert H. Reynolds Chair in Global Leadership; Professor, Management and International Business, CU Denver*

#### **Education**

PhD Industrial and Organizational Psychology, University of Rochester; MA Experimental Psychology, Emory University; BA Psychology, Holy Cross College

#### **Professional Experience**

Dr. Cascio is the Robert H. Reynolds Chair in Global Leadership and Distinguished Professor of Management in the Business School at CU Denver. His award-winning courses include managing people in global markets, managing global talent, and human resource management. His research focuses on domestic and international human resource management issues and global talent management systems. He has published articles in leading journals and written or edited 33 books that include *Managing Human Resources: Productivity, Quality of Work, Life, Profits* (11<sup>th</sup> Edition) and *Investing in People: Financial Impact of Human Resource Initiatives* (3<sup>rd</sup> edition, with John Boudreau and Alexis Fink). He is an editor of the *Journal of International Business Studies*, and from 2007-2014 he served as senior editor of the *Journal of World Business*. He previously served on multiple editorial boards, including *Academy of Management Review* and *Journal of Management*. In 2016, he received the George Petittas (Lifetime Achievement) Award from the World Federation of People Management Associations. Dr. Cascio consults for multinational organizations in North America, Europe, and Asia. He will conduct research on rethinking work, will lead the IB learning at Lynda.com initiative, and will serve on the CU CIBER Advisory Council.

### **DAVID CHANDLER**

*Assistant Professor of Management, CU Denver*

#### **Education**

PhD Management and MS Management, University of Texas at Austin; MBA Management and International Business, University of Miami; MS East Asian Business, University of Sheffield; BA American Studies, Politics and Government, University of Kent at Canterbury

#### **Professional Experience**

Dr. Chandler is Assistant Professor of Management in the Business School at CU Denver, where he teaches courses in strategic management and sustainability. His research expertise is focused on organization theory, strategic management, institutional theory, corporate social responsibility, and business ethics. Dr. Chandler's work has been published in leading journals that include *Organization Science*, *Journal of Management*, *Academy of Management Review*, and *Strategic Organization*. He has also written two books on the subject of corporate social responsibility. Dr. Chandler will conduct future research around learning from failures, institutional evolution, CSR and sustainability in a global context.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **JI CHEN**

*Director of China Initiatives; Senior Instructor, Finance, CU Denver*

#### **Education**

PhD Candidate, Financial Management and MS Finance, University of Colorado Boulder; MBA Finance, University of Denver; MA Economics, Liaoning University, PRC; BS Engineering, Dalian Institute of Technology, PRC

#### **Professional Experience**

Mr. Chen is Director of China Initiatives for the Institute for International Business and Senior Instructor of Finance in the Business School at CU Denver. He teaches international financial management, principles of finance, financial institutions and markets, investment and portfolio management, and international business management. Mr. Chen leads Window on China, an annual student study abroad course. His research relates to China's financial markets, and for the past 20 years he has conducted cross-disciplinary research with a faculty member from political science on reforms in China's financial sector. They have published more than 20 articles and book chapters in *Current History*, *China Business Review*, *Journal of Contemporary China*, and *Financial History*. Mr. Chen has led several business delegations to China and assisted Colorado and US companies in conducting business in the PRC. A native of China, he will direct CU CIBER's China-focused initiatives including the Hangzhou field study and training workshop, and the annual China faculty development program. He will also conduct research on Frontier Markets.

### **LAWRENCE CUNNINGHAM**

*Professor, Marketing, CU Denver*

#### **Education**

DBA in Logistics, Transportation and Marketing and MBA Marketing, University of Tennessee; MS Transportation Planning, Northwestern University; BS Transportation and Tourism, Niagara University

#### **Professional Experience**

Dr. Cunningham is a Professor of Marketing in the Business School at CU Denver. He also serves as the managing editor of the *Journal of International Marketing Strategy* and recently completed several special issues dealing with specialized global marketing topics such as international entrepreneurial marketing and international luxury marketing. Dr. Cunningham serves or has served on the editorial boards of numerous marketing journals such as the *Journal of Service Management*, the *Service Industries Journal*, and the *Journal of Business Research*. Dr. Cunningham has extensive domestic and international academic experience as a visitor on the faculty of the Fuqua Business School at Duke University, Helsinki School of Economics, Bond University in Australia, and EDHEC in France. He will conduct research on US global competitiveness, global marketing, and will serve on the CU CIBER Advisory Council.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **VINIT DESAI**

*Associate Professor, Management, CU Denver*

#### **Education**

PhD and MS, University of California at Berkeley; BBA, University of Texas at Austin

#### **Professional Experience**

Dr. Desai is Associate Professor of Management at the Business School, University of Colorado Denver. His research is focused on organization theory, strategic management, organizational learning, decision making, and organizational failures. Dr. Desai's research has been published in leading scholarly journals including the *Academy of Management Journal*, *Organization, Science*, and in other prominent academic publications. His work has also been featured on the websites of *Fortune*, *Forbes*, and *The Economist*, as well as on BBC radio. Dr. Desai received multiple research awards and recognition at the Business School including designation as Dean's Research Scholar. Dr. Desai will conduct research studying organizational failures in an international setting.

### **MELANIE ELLISON**

*IIB Program and Grants Administration Manager, CU Denver*

#### **Education**

AA, Hutchinson Community College

#### **Professional Experience**

Ms. Ellison has worked for the Institute for International Business since 2002. Prior to joining CU Denver, she worked as executive assistant at Merrill Lynch. As IIB Program Manager, she provides project management, logistics, and financial reporting support to the IIB Faculty Director and Assistant Director, as well as oversees the day-to-day administration of the IIB's operations. She has 10+ years of experience in helping organize and implement successful faculty development programs for CU CIBER, including Faculty Development in International Entrepreneurship, the China Overseas FDIB, ASEAN FDIB, and the International Entrepreneurship workshop for faculty that was held in Istanbul, Turkey in 2013. She also helps with the project management of the International Executive Roundtables. As Grants Administration Manager, she assists with multiple reporting requirements for the U.S. Department of Education, AIBER, and the Office of the Provost and Vice Chancellor for Student and Academic Affairs.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **DEVIN FIDLER**

*Principal, Rethinkery Labs*

#### **Education**

MBA International Business and Finance, Budapest University of Economic Science and Public Administration; BA History, University of Colorado Boulder

#### **Professional Experience**

Mr. Fidler is Principal of Rethinkery Labs, a commercial research initiative offering technology solutions and approaches for organizations interested in pursuing a digitally-driven strategic environment. Rethinkery Labs relies on a combination of two approaches, machine learning and ‘human task routing’, to create software-defined organizations that automate functions traditionally requiring ongoing human management. Mr. Fidler has worked with senior leaders at numerous Fortune 1000 companies to systematically explore emerging issues and technologies, and to analyze their potential impacts. His ongoing work has been published in *Harvard Business Review*, the *New York Times*, *Wired*, and a number of other publications where he argues that today, companies themselves, are a technology on the verge of disruption. Mr. Fidler will partner with CU CIBER’s Global Research Collaboratory examining how organizations should rethink work in the age of digital disruption.

### **CAROL FINNEGAN**

*Associate Professor, Marketing, CU Colorado Springs*

#### **Education**

PhD Retailing, Michigan State University; MBA Agribusiness Management and Finance, Santa Clara University; Diploma Polish Language and Culture, Katolicki Uniwersytet Lubelski; BA History, George Washington University

#### **Professional Experience**

Dr. Finnegan is Associate Professor of Marketing in the College of Business and Administration at the University of Colorado, Colorado Springs. She teaches international business, global business, marketing research, and retailing. Her research focuses on international marketing and retailing, channel relationships, and marketing strategy. Her research has been published in various international business and marketing journals, including *Journal of International Business Studies*, *International Journal of Management Reviews*, *European Journal of Marketing*, *International Journal of Retailing and Distribution Management*, and *Journal of Asian Business Studies*. She has taught at the National Taiwan University, Cologne Business School, and the National Taiwan University of Science and Technology. Dr. Finnegan will conduct research on global retailing and e-commerce, will coordinate CU CIBER’s partnership at CU Colorado Springs, and will serve on the CU CIBER Advisory Council.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **BLAIR GIFFORD**

*Professor, International Health Management, School of Public Health, Anschutz Medical Center; joint appointment with the Management Department, Business School; Founder and First Director, CU Denver's Center for Global Health, Anschutz Campus.*

#### **Education**

PhD, MA Sociology, University of Chicago; BA Economics, University of California Santa Cruz

#### **Professional Experience**

Dr. Gifford is Professor of Global Health Management in the Business School, and the Founder and First Director of the Center for Global Health at CU Denver. He teaches international health policy and management, managing individuals and teams, managing people for competitive advantage, and conducts international health travel student study programs to Vietnam, Thailand, Haiti, Kenya, and China. His research focuses on access to healthcare, health services delivery, social responsibility for multinational corporations, strategic human resources management, and international health reform policy. His work has appeared in the *Health Services Research Journal*, *Journal of World Business*, *Journal on International Hospitals*, *Journal of Healthcare Management*, *Advances in Healthcare Management*, *Public Health Nursing*, and *Research in the Sociology of Health Care*. The Center for Global Health has \$19 million in ongoing research grants and is a collaboration center for the World Health Organization. He founded Global Health Connections, a not-for-profit organization that provides global health educational opportunities for students in Colorado and developing nations and started a maternity center in Haiti. He has held visiting professor appointments at Northwestern University, Yale University, and Tsinghua University (Beijing, China). Dr. Gifford will serve on the CIBER Advisory Council and champion CU CIBER's activities at the Anschutz Medical Campus.

### **SAI GUNDAVELLI**

*Founder and CEO, Solix Technologies, Inc.*

#### **Education**

MS Mechanical Engineering, University of Oklahoma; BA, Osmania University

#### **Professional Experience**

Mr. Gundavelli is Founder and CEO of Solix Technologies, Inc. Under Mr. Gundavelli's leadership, Solix Technologies pioneered the concept of Enterprise Data Management, providing the first worldwide infrastructure platform to manage data across all segments of Enterprise Data. Prior to founding Solix Technologies, Inc., he spearheaded several strategic initiatives in enterprise application areas at CISCO Systems and Aris Corporation. CU CIBER will co-sponsor a 2-day conference, hosted by Solix Technologies, Inc., examining pivotal and disruptive technological advances shaping global business. Mr. Gundavelli serves as an advisory board member of the Institute for International Business.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **NICHOLAS HAMILTON-ARCHER**

*Executive Director, Executive Programs, CU Denver*

#### **Education**

Master of Public Administration, George Mason University

#### **Professional Experience**

Mr. Hamilton-Archer is Executive Director of Executive Programs at the University of Colorado where he is responsible for recruitment, marketing, and admissions activities for the Executive MBA program, as well as administrative and fiscal oversight of the department. He oversees the Executive MBA program delivered jointly by each of the University of Colorado's Business Schools in Boulder, Denver, and Colorado Springs; and the Executive MBA in Health Administration delivered through CU Denver Business School. Mr. Hamilton-Archer previously served as the Director of Recruitment & Business Development for the Executive MBA Worldwide and the Center for Executive Education at the Joseph M. Katz Graduate School of Business, University of Pittsburgh. Mr. Hamilton-Archer will partner with CU CIBER to engage Executive Programs graduates in long-term and continuous learning of international business through the new subscription program, Context of Global Business workshops, and international field studies.

### **STEPHEN HARTNETT**

*Director of Undergraduate Programs, Department of Communication; Professor, Communication, CU Denver*

#### **Education**

PhD and MA, Literature, University of California San Diego; BA English and Political Science, Rutgers College

#### **Professional Experience**

After serving eight years as Chair, Dr. Hartnett is now Director of Undergraduate Studies of the Department of Communication and Professor of Communication in the College of Liberal Arts and Sciences at CU Denver. He teaches courses in communication and citizenship, communications in and between China and the US, communications in democracy and civic engagement, communication in globalization and social justice, and communications in prisons and social justice. His publications appear in the *Quarterly Journal of Speech, Rhetoric, and Public Affairs*; *Journal of Applied Communication Research, Argumentation, and Advocacy*; and the *Western Journal of Communication*. Since 2009, Dr. Hartnett has taught each summer at the International College Beijing and conducted research from Tibet, Nepal, China, and India on "Modes of Artful Dissent on the Roof of the World". Dr. Hartnett will lead the development of certificate programs at International College Beijing and conduct research on the dilemmas and opportunities of US-China communication in an age of globalization.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **LAURENCE KAPTAIN**

*Dean, College of Arts and Media, CU Denver*

#### **Education**

PhD Musical Arts, University of Michigan; MA Music, University of Miami; BS Performance and Education, Ball State University

#### **Professional Experience**

Dr. Kaptain is Dean of the College of Arts and Media (CAM) at CU Denver. He has over 14 years of higher education leadership experience leading public and private universities. He is past President of the Association for General and Liberal Studies, a former Treasurer of the College Music Society, and was named a Fellow in the Royal Society of the Arts in 2014. Dr. Kaptain is a champion of accessibility to creativity and the arts for all students in public education. As a testament to his commitment to education of the arts, he has been involved in arts integration initiatives under former President Bill Clinton, as well as former President Obama's Committee on the Arts and Humanities. Dr. Kaptain is a founding partner of the Alliance for the Arts at Research Universities, a partnership of 30 institutions committed to transforming research universities to ensure institutional support for interdisciplinary research, curricula, programs, and creative practice between the arts, sciences, and other disciplines. Dr. Kaptain will lead the integration of IB content into CAM's Internationalization of Creative Industries and Digital Media courses.

### **JAHANGIR KARIMI**

*Professor, Information Systems; Director of Information Systems, CU Denver*

#### **Education**

PhD Information Systems and MS Information Systems, University of Arizona; BS Managerial Economics, Karaj School of Mathematics and Managerial Economics

#### **Professional Experience**

Dr. Karimi is Professor of Information Systems in the Business School at CU Denver. He has served as the discipline director for information systems programs since 1997, and more recently as the coordinating director for developing Massively Open Online Course (MOOC) at the Business School. Dr. Karimi's research interests include disruptive innovations and disruptive business models, digital innovations and digitally enabled business transformation, IT innovation diffusion, health information technology, corporate IT governance, and strategic entrepreneurship. He is on the editorial board of *International Journal of Electronic Commerce*, and a member of the Association for Information Systems. Dr. Karimi will coordinate CU CIBER's digital globalization program, will serve as the lead faculty for educational initiatives, and conduct research on digital globalization and dynamic capabilities.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **STEVE KATSAROS**

*Founder and CEO, Nokero Solar*

#### **Education**

BS Mechanical Engineering, Purdue University

#### **Professional Experience**

Mr. Katsaros is Founder and CEO of Nokero Solar with a passion for innovation. In early 2010, he developed a simple, portable solar light bulb with the potential to revolutionize life for the 1.4 billion people in the world who live without access to electricity. Nokero, which stands for “No Kerosene”, provides the benefit of solar power over burning fossil fuels. Since its founding in 2010, Nokero’s solar light bulbs have been distributed in over 120 countries. *CNN, The New York Times* (online), *The Washington Post*, *Fast Company*, *Popular Mechanics*, *Popular Science*, *The Denver Post*, and *Engadget* have featured Nokero’s success story as a provider of environmentally friendly solar lighting to the worlds’ poor. Mr. Katsaros has been recognized for his humanitarian work and was awarded the U.S. Patent Office’s Patent for Humanity Award in 2013. CU CIBER will support Mr. Katsaros’ examination of the development of the international social enterprise for submission to the *Entrepreneurship Theory and Practice* publication.

### **MERRILY KAUTT**

*Faculty Coordinator of Outreach and Internships (PIIE), Institute for International Business and Center for International Business Education and Research; Instructor IB, CU Denver*

#### **Education**

PhD Candidate and MPA, Public Affairs, University of Colorado Denver; BA Political Science and Communication, *CU Denver*

#### **Professional Experience**

Ms. Kautt is Director of Outreach and Partnerships for the Institute for International Business and Center for International Business Education and Research, and Instructor of International Business in the Business School at CU Denver. She teaches undergraduate and graduate courses in international business, international negotiations, cross-cultural management, international business consulting, global competition, and entry strategies into international markets. She develops international business research and case studies for large, medium, and small U.S. companies through joint consulting projects. Prior to her academia career, she served as the Colorado Governor’s Senior International Trade Representative; as Senior Manager of Public, Government Relations, Strategic Management, and Public Affairs for 43 states and 14 countries for Mobil (ExxonMobil) Corporation; and as President and Managing Director of Transnational Business Consultants, LLC. Ms. Kautt will oversee CU CIBER’s outreach and professional collaboration initiatives, will arrange IB consulting projects and internships, and will serve on the CU CIBER Advisory Council.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **JIBAN KHUNTIA**

*Assistant Professor, Information Systems; Co-Director, CSIS PhD Program, CU Denver*

#### **Education**

PhD Information Systems, University of Maryland, College Park; BS Mechanical Engineering, Sambalpur University

#### **Professional Experience**

Dr. Khuntia is Co-Director of the CSIS PhD Program, Assistant Professor of Information Systems, and Faculty in the Healthcare Administration Department in the Business School at CU Denver. His research interests involve healthcare and information technology, digital strategy, and service innovation areas. He has prior experience in the supercomputing industry, and has consulted on projects for the World Bank, Development Gateway Foundation, Lockheed Martin, AHRQ and many other private and public firms. Dr. Khuntia will conduct research on disruptive technologies and will oversee CU CIBER's collaboration with community colleges on digital globalization initiatives.

### **AL KUSLIKIS**

*Senior Associate for Strategic Initiatives, American Indian Higher Education Consortium*

#### **Education**

PhD Candidate, MA, Anthropology, University of Wisconsin Madison; BS Botany and Zoology, University of Michigan

#### **Professional Experience**

Al Kuslikis is Senior Associate for Strategic Initiatives for the American Indian Higher Education Consortium (AIHEC), a collaboration of the nation's Tribal Colleges and Universities (TCUs) in support of the work of the TCUs and the movement for tribal self-determination. He has also served as AIHEC STEM program manager, collaborative projects coordinator of the Advanced Networking with Minority Serving Institutions, expert consultant for technology applications for the White House Initiative on Tribal Colleges and Universities, project team member of Growing Tribal Climate Change Education Leaders, project director of the American Indian Research and Education Initiative for energy science research involving TCUs, and special projects coordinator for Dine College. Mr. Kuslikis will facilitate the internationalization of Tribal Colleges and Universities initiatives, specifically developing global supply chain curricula to support the advanced manufacturing program for TCUs.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **MANUEL LAGUNA**

*Director, Global Initiatives; Media One Professor of Management Science, CU Boulder*

#### **Education**

PhD and MS, Operations Research and Industrial Engineering, University of Texas Austin; BS Industrial and Systems Engineering, Monterrey Tech, Queretaro, Mexico

#### **Professional Experience**

Dr. Laguna is the MediaOne Professor of Management Science and Director of Global Initiatives at the Leeds School of Business, University of Colorado Boulder. He is responsible for supporting and managing all global programs and partnerships at the Leeds School. He developed and manages the first-year global experience, a program that enrolls more than 250 students who travel to one of more than ten different international destinations each academic year. Dr. Laguna has done extensive research on the interface between computer science, artificial intelligence and operations research, resulting in over 100 publications and 4 books. Journals that have published his research include *Operations Research*, *Management Science*, and the *INFORMS Journal on Computing*. He has received research funding from private industry and multiple government agencies such as the National Science Foundation, the Office of Naval Research, and the Environmental Protection Agency. Dr. Laguna is editor-in-chief of the *Journal of Heuristics* and is co-founder of OptTek Systems, a Boulder-based software and consulting company that provides optimization solutions. Dr. Laguna will facilitate CU CIBER partnerships at CU Boulder, will oversee the freshman Global Experience, the development of Global Supply Chain courses, and will serve on the CU CIBER Advisory Council.

### **JINGTING LIU**

*Assistant Professor, International Business, CU Denver*

#### **Education**

PhD Marketing and International Business, Georgia State University; LLM International Economics and Politics and BA Economics, Beijing Language and Culture University

#### **Professional Experience**

Dr. Liu is an Assistant Professor of International Business at *CU Denver* where she will begin teaching introductory international business courses in Fall 2018. Her research is focused on international entrepreneurship, entrepreneurial innovation, international marketing strategy, and innovation from emerging markets. Dr. Liu's work has been published in *International Business Review* and has a number of working papers and current research projects in the domain of international entrepreneurship. Her dissertation studies focus on the learning and innovation by entrepreneurial ventures in China's high technology industry. She was awarded the Second Century Initiative Doctoral Fellowship on Chinese Studies by Georgia State University for four consecutive years. Dr. Liu will co-lead the Hangzhou field study and training workshop and will conduct research on market, product, technology learning and innovation.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **MARY LONG**

*Director, International Spanish for the Professions Major; Faculty Coordinator, Joint BA Spanish for the Professions-MSIB Program; Senior Instructor, Department of Spanish and Portuguese, CU Boulder*

#### **Boulder Education**

PhD and MA, Romance Languages and Literatures (Spanish), Princeton University; BA Spanish and English, Colorado State University

#### **Professional Experience**

Dr. Long is Director of the Spanish for the Professions Major and Senior Instructor in the Department of Spanish and Portuguese at the University of Colorado Boulder. She teaches Spanish for business I and II, business translation, Spanish for environmental and sustainable issues, Spanish for health professions and topics related to cultural difference. Her research focuses on cross-cultural communication and exchange between Latin America and the United States, globalization and cultural identity, ethics in relation to international business, and 20-21st Century Mexican literature and culture. Dr. Long is the editor of the volume *Language for Specific Purposes: Trends in Curriculum Development* (Georgetown UP, 2017). Her articles have appeared in the *Journal of Language for International Business* and in volumes published by AATSP/Thomson, the Edwin Mellon Press and Vanderbilt University Press. She is one of the faculty coordinators for the bi-annual International Symposium on Languages for Specific Purposes (ISLSP)/CIBER Business Language Conference. Dr. Long will lead language for specific purposes initiatives, will coordinate the International Symposium of Language for Specific Purposes, and will serve on the CU CIBER Advisory Council.

### **TAISTO MAKELA**

*Associate Professor of Architecture, Director of Bixler International Initiatives, College of Architecture and Planning, CU Denver*

#### **Education**

PhD and MA Architectural History, Theory, and Criticism, Princeton University; BS Architecture, University of Oregon;

#### **Professional Experience**

Dr. Makela is Associate Professor Architecture and the Director of Bixler International Initiatives in the College of Architecture and Planning (CAP) at CU Denver. His research interests include aesthetic theory, architecture and cultural identity, the modern movement, the privileged spaces of cultural institutions, vernacular traditions, and global urbanism. As Director of the Bixler International Initiative, Dr. Makela is responsible for developing educational exchanges between Finland, Italy, Japan, and the CAP at CU Denver. CU CIBER will support the internationalization of the International Design Studios initiative led by Dr. Makela.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **PATRICIA MCDOUGALL-COVIN**

*William Haeberle Professor of Entrepreneurship; Professor, Strategic Management, Indiana University*

#### **Education**

PhD Strategic Management and Business Policy, MEd, and BS Distributive Education, University of South Carolina

#### **Professional Experience**

Dr. McDougall-Covin, a pioneer in the field of international entrepreneurship, is the William L. Haeberle Professor of Entrepreneurship, Professor of Strategic Management, and Director of the Institute for International Business at the Kelley School of Business at Indiana University. She is a Fellow in the Academy of International Business, a 21<sup>st</sup> Century Entrepreneurship Research Fellow, and has co-edited four books and multiple special publications on international entrepreneurship. Dr. McDougall-Covin's research interests include accelerated internationalization and new venture strategies. Her many research articles appear in *Academy of Management Journal*, *Journal of Business Venturing*, *Entrepreneurship Theory and Practice*, *Strategic Management Journal*, *Journal of Management*, *Journal of International Business Studies*, *Journal of Business Ethics*, and *Academy of Management Executive*; her case studies appear in more than 25 leading textbooks. Dr. McDougall-Covin is an active developer and presenter for executive programs and consults for numerous domestic and international companies and not-for-profits. She will be a co-lead in the annual faculty development programs in international entrepreneurship.

### **CAROL MILLER**

*Program Chair, Center for Career and Technology, Community College of Denver*

#### **Education**

PhD Education and Human Resource Studies: Organizational Performance and Change, Colorado State University; MA, University of Colorado Denver; BS and BA Marketing, University of Denver

#### **Professional Experience**

Dr. Miller is Program Chair in the Center for Career and Technology at the Community College of Denver (CCD), where she has taught marketing courses for over 20 years. A proponent of project-based learning, Dr. Miller is a 3-time Teacher of the Year award recipient and has been named Faculty of the Year by the center. She has been a member of Faculty Council for 15 years and has served as chair of the council for four years. She is also discipline chair for MAN and MAR for the State of Colorado. Dr. Miller is actively involved in diversity issues and has facilitated diversity and inclusion training at CCD and for the Anti-Defamation League. Dr. Miller will lead the initiative to increase digital globalization content in CCD business courses and serves on the CU CIBER Advisory Council.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **RAMIRO MONTEALEGRE**

*Associate Professor, Information Systems, CU Boulder*

#### **Education**

PhD Business Administration, Harvard Business School; MS Computer Science, Carleton University; BS Computer Systems Engineering, Francisco Marroquín University

#### **Professional Experience**

Dr. Montealegre is Associate Professor of Information Systems at the University of Colorado Boulder. His research focuses on the interplay between new information technology, such as the Internet, and organization transformation in highly uncertain environments. He has been involved in studying projects of organizational change in the United States, Canada, Spain, Mexico, and the Central and South American regions. His research has been published in *Organization Science*, *MIS Quarterly*, *Sloan Management Review*, *Journal of the Association of Information Systems*, *Thunderbird International Business Review*, *Journal of Management Information Systems*, and other leading journals. Dr. Montealegre will conduct research on rethinking work.

### **TIMOTHY OAKES**

*Faculty Director, Center for Asian Studies, CU Boulder*

#### **Education**

PhD and MA Geography, University of Washington; BA Chinese Literature, Colby College

#### **Professional Experience**

Dr. Oakes is Professor of Geography and Director of the Center for Asian Studies (CAS) at the University of Colorado Boulder. CAS is the first Title VI funded area studies center in the state of Colorado, and it connects studies of Asia's dynamic environment with the study of its cultures, histories, languages, societies, and changing physical characteristics. Dr. Oakes teaches courses on the geography of China, cultural geography, development geography, qualitative field methods, and world regional geography. His research lies at the juncture of human geography, contemporary China studies, and critical urban studies. His articles have appeared in *Journal of Asian Studies*, *China Quarterly*, *Modern China*, *Eurasian Geography and Economics*, and *Environment and Planning*, among others. Dr. Oakes has held visiting positions at the University of Hong Kong, National University of Singapore, Guizhou Minzu University in China and Wageningen University in the Netherlands. He will facilitate interdisciplinary and multi-campus programs in international business, international studies, language, and culture from CU Boulder's Center for Asian Studies. He serves on the CU CIBER Advisory Council.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **OH-NOOK OH**

*Assistant Professor, Information Systems, CU Denver*

#### **Education**

PhD and MS Management Sciences and Systems, MAH Media Study, SUNY at Buffalo; BA English Literature, Hallym University, South Korea

#### **Professional Experience**

Dr. Oh is Assistant Professor of Information Systems in the Business School at CU Denver. His research is focused on information security, social media, and crisis management. Given that this line of research is associated with the topics of cyber security and cyber terrorism, Dr. Oh is currently establishing and expanding research networks with academics and professionals in the areas of information security, national security, and cyber-terrorism. His research has been published in *MIS Quarterly* and *Information Systems Research*, both top tier journals in the domain of information systems. Dr. Oh will conduct research on cybersecurity.

### **MADHAVAN PARTHASARATHY**

*Director, Jake Jabs Center for Entrepreneurship; Professor, Marketing, CU Denver*

#### **Education**

PhD Marketing, University of Nebraska-Lincoln

#### **Professional Experience**

Dr. Parthasarathy is Professor of Marketing and Director of the Jake Jabs Center for Entrepreneurship in the Business School at CU Denver, where he teaches the capstone Business Plan and Model Development class for the entrepreneurship program, in addition to other classes for the Business School. Dr. Parthasarathy's primary research area is the diffusion and discontinuance of disruptive innovations, and he has published over 40 academic articles in noteworthy journals and conference proceedings, including *Information Systems Research*, *Small Business Economics*, and *Journal of the Academy of Marketing Science*, among others. Dr. Parthasarathy fosters close relationships with some of Colorado's greatest entrepreneurs and business leaders and was instrumental in securing a large private gift to the Center from Mr. Jake Jabs. He is an advocate of combining both academic and experiential elements to provide a balanced education to students of the Center, thereby empowering them to succeed. As a result of his leadership, the Jake Jabs Center offers novel mentorship programs, hosts several cutting-edge events, and maintains close relationships with the business community. Dr. Parthasarathy will serve as the faculty lead for the Denver Start-Up Week initiative, a collaboration between CU CIBER and the Jake Jabs Center for Entrepreneurship.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **JOHN RUHNKA**

*Professor, International Business and Management, CU Denver*

#### **Education**

LLM International Law, Cambridge University; JD Securities Regulation, Yale University; MBA Finance, University of Pennsylvania; BA Political Science, Swarthmore College

#### **Professional Experience**

Dr. Ruhnka is Professor at the Jake Jabs Center for Entrepreneurship in the Business School at CU Denver where he teaches introduction to IB, the legal aspects of IB, legal and ethical environments of business, and business plans. He has led student study tours to the European Union, Hong Kong, and China. His research focuses on global codes of conduct, cross-cultural ethical differences in the United States and the European Union, securities law, and venture capital investing. Over 35 of his articles have appeared in *Harvard Business Review*, *Journal of Business Venturing*, *Journal of Business Ethics*. Dr. Ruhnka will lead the IB Fellows Program.

### **MANUEL G. SERAPIO**

*Faculty Director, Institute for International Business and CIBER; Director, MS in International Business Program; Associate Professor, International Business and Entrepreneurship, Business School, CU Denver*

#### **Education**

PhD International Business, University of Illinois at Urbana Champaign; MBA International Business, University of Hawaii; BA Economics, ADMU University

#### **Professional Experience**

Dr. Serapio is Faculty Director of the Institute for International Business and Center for International Business Education and Research (CIBER). As an internationally recognized educator in the field of international entrepreneurship (IE), he has conducted faculty development workshops in IE for 175+ faculty from 36 US states and 27 countries. Dr. Serapio is co-author (with A. Zucchella and B. Hagen) and lead case writer of a forthcoming book in IE (in press). He was guest editor of a Special Issue in IE for Entrepreneurship Theory and Practice (with Patricia McDougall-Covin and Marian Jones). His other articles have appeared in *Management International Review*, *Research Policy*, *IEEE Spectrum*, *Asian Business Management* and *Research Technology Management*. He has recently been invited to conduct research and program development in global e-commerce and global supply chain and logistics, including conducting field visits in Hangzhou, China. Dr. Serapio has extensive experience in grant administration having served as PI for CU grants from the Japan-US Friendship Commission, the US Department of Commerce, the Office of Naval Research, Asia Pacific Economic Cooperation, and others. Professor Serapio will be the CU CIBER grant Principal Investigator and responsible for the overall planning, design, operations and evaluation of the CU CIBER, with additional responsibilities in Global E-Commerce specialization initiatives, the CU CIBER Subscription Program in IB, FDIE programs and AIHEC partnerships.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **STEPHEN THOMAS**

*Associate Professor, Political Science, CU Denver*

#### **Education**

PhD Political Science and MA East Asian Studies, Stanford University; BA San Jose State University

#### **Professional Experience**

Dr. Thomas is Associate Professor of Political Science in the College of Liberal Arts and Sciences at CU Denver. He teaches courses on international relations, human rights, Chinese politics, Chinese development, and comparative politics, and co-leads a student field study to China. His research focuses on post-Mao Chinese financial sector reforms, Chinese human rights, and Chinese historical and current political development. Dr. Thomas' research has appeared in *China Business Review*, *Financial History*, *Financial Sector Reform in China*, *China Online*, *Current History*, and *Justice without Violence*. He has been a visiting professor at John Hopkins-Nanjing University program and Earlham College. He is fluent in Mandarin. Dr. Thomas will conduct research on China's Belt and Road initiative in frontier markets and will serve on the CU CIBER Advisory Council.

### **GERARDO R. UNGSON**

*Y.F. Chang Endowed Chair and Professor of International Business, College of Business, San Francisco State University*

#### **Education**

PhD Business Administration, MBA Management, Pennsylvania State University; BS Management Engineering, Ateneo University

#### **Professional Experience**

Dr. Ungson is the Y.F. Chang Endowed Chair and Professor of International Business at San Francisco State University. He previously taught at the University of Oregon, and was a visiting professor in the Tuck School at Dartmouth, Nijenrode (Netherlands), University of California Berkeley, International University of Japan, Rotterdam School of Management, and St. George's University (Grenada). He has served as a Senior Resident Fellow with the Institute for Emerging Market Studies, Beijing and Moscow. Dr. Ungson has co-authored nine books, including *Rough Diamonds: For Successful Traits of Breakout Firms in BRIC* (with Seung Ho Park and Nan Zhou) that was awarded the 2013 Best Book on Globalization by the *Strategy + Business* Journal. His second book on emerging markets, co-authored with Seung Ho Park and Andrew Cosgrove, *Scaling the Tail: Profitable Growth in Emerging Markets*, was published in 2015. The third part of the book series, *ASEAN Champions: Stalwarts of Regional Integration*, was co-authored with Park and Jamil Paolo Francisco. He has several field projects, including a field study of conditional cash transfer, with partners in the Philippines, Columbia, Peru, and Ecuador. Dr. Ungson will serve as CU CIBER's external evaluator on educational and outreach initiatives.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **NANCY VEGA**

*Assistant Director, Institute for International Business and Center for International Business Education and Research, CU Denver*

#### **Education**

MBA International Business, University of Colorado Denver; BS Business Administration and Industrial Management, UNITEC Honduras

#### **Professional Experience**

Ms. Vega is Assistant Director of the Institute for International Business and Center for International Business Education and Research at CU Denver. She has 12 years of professional experience in higher education with extensive experience in international business academic and outreach initiatives. She has held various international related positions at CU Denver and at the University of Denver, including positions in international graduate admissions and enrollment, international marketing, program administration, international partnerships, and student affairs. She also worked in corporate banking overseas for BAC Honduras, part of GE Consumer Finance, and BGA Bank. Ms. Vega will oversee CU CIBER budgets and will be facilitating major initiatives such as CIBERVets, international faculty development programs, Rocky Mountain CIBER Network activities, international entrepreneurship activities, CIBER programs for minority serving institutions, and international business outreach programs for students and faculty.

### **BONNIE WALTERS**

*Executive Director, Evaluation Center, CU Denver*

#### **Education**

MA and BA, Psychology, Adams State College; Principals Licensure, University of Denver

#### **Professional Experience**

Ms. Walters is Executive Director of the Evaluation Center at CU Denver's School of Education and Human Development and Senior Instructor in administrative leadership and policy studies. She teaches democratic schooling and school law, and oversees the graduate student internship program. Her research focuses on structural violence, evaluation, methods of evaluating program effectiveness, and fidelity of evaluation implementation. Ms. Walters has 35 years of experience in public education and is responsible for the leadership and management of multiple evaluation projects funded by the National Education Association, the National Science Foundation, the National Institutes of Health, and the National Network for Educational Review. She will oversee the CU CIBER external evaluation process, lead the program and annual reviews, and ensure that evaluation methodologies and plans are appropriate and implemented.

## **CU CIBER RESUMES**

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*University of Colorado Denver*

### **INGE WEFES**

*Associate Dean, Graduate School, CU Denver*

#### **Education**

PhD Genetics and MS Philosophy and Biology, University of Tübingen, Germany

#### **Professional Experience**

Dr. Wefes is Associate Dean of the Graduate School at CU Denver Anschutz Medical School where she directs the development of new graduate programs and outreach efforts. She pioneered the formation of Mini-Schools where faculty educate interested lay people about issues related to STEM disciplines, Public Affairs, Public Health and more. She founded the first Colorado Chapter of the National Academy of Inventors and the Colorado Council of Graduate Schools. At CU, she developed and directs a Master's Program in Biomedical Sciences & Biotechnology, the first PSM Program in the CU system. In 2013, she became one of 10 Principal Investigators (now 17) of the NIH BEST Award for “Broadening Experiences in Scientific Training”. The Academic of Medical Educators at CU recently recognized Dr. Wefes’ efforts to promote the success of graduate students and postdoctoral fellows with the Academy’s 2017 Educator Award for Mentoring and Advising. CU CIBER will partner with Dr. Wefes and the Graduate School by co-hosting Mini-Schools in International Business and International Affairs.

### **JIAN YANG**

*J.P. Morgan Endowed Chair, J.P. Morgan Center for Commodities Research Director, Director of the Finance and Risk Management Program, and Professor of Finance, CU Denver*

#### **Education**

PhD Agricultural Economics and MS Finance, Texas A&M University; MA International Economics, BS Chemistry, Nankai University

#### **Professional Experience**

Dr. Yang is the J.P. Morgan Endowed Chair in Commodity Finance, Economics and Policy, Professor of Finance, Director of the Finance and Risk Management Program, and the J.P. Morgan Center for Commodities Research Director in the Business School at CU Denver. His research interests are in the areas of investments, international finance, commodity markets, financial econometrics, real estate, and corporate governance and social responsibility. Dr. Yang’s research has been published in *Journal of Banking and Finance*, *Journal of Real Estate Finance and Economics*, *Journal of Financial Economics*, *Pacific-Basin Finance Journal*, *Economics Letters*, and other leading journals. His work has been cited in numerous policy publications and reports by *World Bank*, *World Trade Organization*, *UN FAO*, *Organization for Economic Co-operation and Development*, and *US Commodity Futures Trading Commission*, among others. Dr. Yang currently serves on the editorial board of the *Journal of Futures Markets* and is associate editor of the *Journal of Commodity Markets*. CU Denver CIBER will partner with Dr. Yang to organize a symposium on Blockchain and global supply chain.

**CU CIBER BUDGET NOTES 2018-2022**

As shown in the Budget Narrative, CU CIBER is submitting a cost-effective budget to adequately support its proposed Activities for 2018-2022. The budget reflects a match of about 1:12 to 1.00 for the four-year grant period between CU Denver funds and requested funds from the Department of Education, respectively.

These accompanying Budget Notes document CU CIBER's 2018-2022 budget request, the CU Denver identified match, and additional resources that will support CU CIBER in implementing its' proposed 45 Activities that are not identified in the Budget Request. The Budget Narrative provides a detailed budget breakdown according to the Department of Education budget categories: 1. Personnel, 2. Fringe Benefits, 3. Travel, 4. Equipment, 5. Supplies, 6. Contractual, 7. Construction, 8. Other Direct Costs (Evaluation Costs, Faculty Costs for Activity Program Development, Other Costs), 9. Total Direct Costs, 10. Total Indirect Costs, 11. Training Stipends, and 12. Total Costs.

In these Budget Notes, we provide the budget in terms of the Overall CIBER Program Budget, Budget for Faculty Grants for Activity Program Development, and other Activity Costs. Under each category, we delineate other resources not identified as match that CIBER and/or CIBER partners will provide to support the implementation of CU CIBER's Proposed 45 Activities.

**Overall CU CIBER Program Budget**

The following provides a yearly summary of the CU CIBER Program Budget and includes the funds requested from the Department of Education and CU Denver match. The latter funds are from State of Colorado funds, program revenues, and private sources. The match provided by CU Denver are as follows: 109% in Yr1; 112% in Yr2; 112% in Yr3, and 115% in Yr.4 or an average of 112% for the four-year period.

<u>Year</u>	<u>Dept. of ED</u>	<u>CU Denver Match</u>	<u>Ratio ED: CU Denver</u>
Yr1	\$348,735	\$380,810	1:1.09
Yr2	\$347,525	\$388,988	1:1.12
Yr3	\$348,566	\$389,904	1:1.12
Yr4	\$348,625	\$399,759	1:1.15
Total	\$1,393,451	\$1,559,461	1:1.12

Additional resources not identified as match will be provided by CU CIBER for general office supplies (e.g., pens, paper, binders, labels, periodical, reference books), the difference between the 8% allowable indirect costs and CU Denver's approved indirect cost rate (55.5% in 2018), and other unidentified costs noted in the following sections to support CU CIBER's program activities.

## **CU CIBER BUDGET NOTES**

*University of Colorado Denver*

### **Direct Costs: Faculty Grants for Activity Program Development**

CU CIBER's proposed 45 Activities fall under three categories: Education (17 Activities), Research (13 Activities), and Outreach (15 Activities). In addition to the overall development and management of these activities by CU CIBER's key personnel (Dr. Manuel Serapio, Project Director; Nancy Vega, Assistant Director; Melanie Ellison, Program Manager; and Missy Kautt, Outreach and Internship Director), these activities are supported by Faculty Grants for Activity Program Development (included Program/Course Development, Enhancement, and Implementation) and Other Activity Costs.

The following lists the various proposed activities to be supported by funds from the Department of Education for Activity Program Development for each year. In Yr1, the funds requested from ED is \$83,000; Yr2 \$78,500; Yr3 \$77,500; and Yr4 \$79,000 or a total of \$318,000 for the four-year grant period.

### **Direct Costs: Faculty Grants for Activity Program Development**

<b>Direct Costs: Faculty Grants for Activity Program Development</b>		
<b>Year</b>	<b>Activity</b>	<b>Requested funds from ED</b>
1	A1-A2, A3-A4, A5, A6, A7, A12, A13, A14-A15, A16, A17, A18, A21-A24, A26-A27, A28, A30, A34, A39, A43-A44	\$83,000
2	A1-A2, A3-A4, A5, A6, A7, A10, A11, A13, A14-A15, A16, A17, A18-A20, A21-A24, A26-A27, A28, A29, A30, A32, A39, A42, A43-A44	\$78,500
3	A1-A2, A3-A4, A5, A7, A11, A12, A13, A14-A15, A16, A17, A18-A20, A21-A24, A25, A26-A27, A28, A29, A34, A39, A42, A43-A44	\$77,500
4	A1-A2, A3-A4, A5, A6, A7, A10, A11, A12, A13, A14, A15, A16, A17, A18-A20, A21-A24, A26-A27, A28, A29, A30, A32, A39, A42, A43-A44	\$79,000
	<b>Total</b>	<b>\$318,000</b>

### **Direct Costs: Other Activities**

The following lists the various proposed activities to be supported by funds from the Department of Education for Other Activities for each year. The funds requested from ED are as follows: Yr1 \$63,950; Yr2 \$70,200; Yr3 \$66,950; and Yr4 \$67,700 or a total of \$268,800 for the four-year period.

## CU CIBER BUDGET NOTES

*University of Colorado Denver*

<b>Other Activity Costs</b>		
<b>Year</b>	<b>Activity</b>	<b>Requested funds from ED</b>
1	A1-A2, A3-A4, A5, A8, A9, A17, A18, A21, A31, A34, A36, A38, A39, A40, A41, A42, A43, A44, A45	\$63,950
2	A1-A2, A3-A4, A5, A6, A8, A9, A10, A17, A18, A25, A31, A33, A35, A37, A38, A39, A40, A41, A42, A43, A44, A45	\$70,200
3	A1-A2, A3-A4, A5, A8, A9, A17, A18, A21, A28, A31, A34, A36, A38, A39, A40, A41, A42, A43, A44, A45	\$66,950
4	A1-A2, A3-A4, A5, A6, A8, A9, A10, A17, A18, A31, A35, A37, A38, A40, A41, A42, A43, A44, A45	\$67,700
<b>Total</b>		<b>\$268,800</b>

The Other Activity Costs category includes different types of funding support to implement the 45 program activities, including faculty grants to community college and TCU faculty for course development or course enhancement; grants for conference travel and registration; implementation costs for conferences, symposiums, workshops; co-sponsorships, and others.

### **Direct Costs: Evaluation Costs**

Evaluation Costs include costs for The Evaluation Center and External Reviewer Costs: Yr1 \$10,000; Yr 2 \$10,000; Yr.3 \$10,000; and Yr 4 \$12,500 or a total of \$ 42,500.

### **CU Denver Match**

As noted above CU CIBER will provide a match of \$1,559,461; Yr1: \$380,810; Yr2: \$388,988; Yr3: \$389,904; and Yr. 4: \$399,759.

The match for Direct Costs are as follows: Yr1: \$352,602; Yr2 \$360, 174; Yr3: \$361,022; and Yr4: \$370,147, or a total of \$1,443,945.

The match for Indirect Costs are as follows: Yr1: \$28,208; Yr2: \$28,814; Yr3 \$28,882; Yr4 \$29,612, or a total of \$115,516.

### **Additional CU Denver Contributed Resources Not Identified as Match**

CU CIBER leverages other university resources not identified as match in order to implement these activities. These include:

Education Activities (Activity A1-A17): non-CIBER grants for several activities, such as course development grants provided by the Institute for International Business and CU Denver Business School (e.g., A1, A2, A3, A4), and non-CIBER administrative and staff time provided by university collaborators (e.g., EMBA staff time for A5; non-CIBER staff time support for A6, A12, A13, A4, A15).

## **CU CIBER BUDGET NOTES**

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*University of Colorado Denver*

Research Activities (A18-A30): non-CIBER research grants (e.g., summer grants for IB faculty); non-CIBER research support for junior faculty in IB and other departments; and use of university meeting and research facilities for Global Research Collaboratories (A18-A20).

Outreach Activities (A31-A45): faculty time not identified as match for selected educational outreach activities (A31, A39, A40, A43, A44), and faculty time not identified as match for selected business outreach activities (A32, A34, A35, A45).

### **Additional non-CU Denver Contributed Resources Not Identified As Match**

CU CIBER collaborators provide multiple contributed resources not identified as match in order to support the implementation of CU CIBER's proposed activities. These include:

Educational Activities (Activity A1-A17). Faculty and staff time from collaborators, such as Zhejiang Gongshang University (A1 and A2), Colorado Community Colleges (A8), American Indian Higher Education Center (A9), and CU EMBA program (A5); co-sponsored events and Transfer Fairs, including events hosted by Boots to Suits (A3, A4); and participation of business partners in selected activities (A5, A6).

Research Activities (Activity A18-A30). Co-sponsorship by academic partners, including other CIBERs for research conferences (A28); major co-sponsorship to cover travel and participation in International Research Conference in Hangzhou, China (A21), and executive time and travel to participate in Global Research Collaboratories (A18-A20).

Outreach Activities (A31-A45): Major co-sponsorship by IIB Board member to host Silicon Valley Conference (A35); co-sponsorships by CU Denver Business School Centers (A32, A36); additional support not identified as match for faculty to participate in FDIBs (A39, A40), food costs for selected programs (A45), and speaker's honorarium not covered by CU CIBER and identified as match (A32, A45).

# EVALUATION MATRIX

Attachment VIII-1

University of Colorado Denver

1. Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
What evidence exists that CU CIBER's work influences the global competence of students?  <b>PMF I GPRA Measures: 1&amp;2</b>	Education: Develop innovative academic activities that further the international education of students, strengthen their ability to obtain globally-focused jobs, and increase US global competitiveness	A1: Master of Science in International Business (MSIB) Specialization in Global E-Commerce (GEC)	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> <li>• GEC design team formed</li> <li>• Faculty identified and assigned to teach in the program</li> <li>• Faculty attendance in global e-commerce training and development workshops</li> <li>• Three primary course modules developed</li> <li>• GEC Program launched</li> </ul> <p><i>Intermediate:</i></p> <ul style="list-style-type: none"> <li>• Enrolled IB students in GEC program</li> <li>• Enrolled students from other graduate business program</li> <li>• New courses developed, enhanced, or cross-listed from other business areas</li> <li>• Students report high levels of satisfaction</li> <li>• Excellent feedback from faculty</li> <li>• Increased faculty participation in global e-commerce training and development workshops</li> </ul> <p><i>Long-term:</i></p> <ul style="list-style-type: none"> <li>• Increased enrollment in GEC annually</li> <li>• Students report increased job prospects from GEC</li> <li>• Employers report increased competencies in students who have obtained GEC</li> <li>• Increased exports for Global E-Commerce companies</li> </ul>	<ul style="list-style-type: none"> <li>• Expert review of GEC program requirements and modules</li> <li>• Course enrollment data</li> <li>• Placement data</li> <li>• Assurances of learning assessments</li> <li>• Student survey and FCQs</li> <li>• Employer feedback survey</li> <li>• Export reports from companies</li> <li>• WTC data</li> <li>• Colorado export data</li> </ul>
		A2: Global E-Commerce Learning: International Field Study and Training Workshop	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> <li>• MOU with E-Business Program and Center for Modern Research at Zhejiang Gongshang University signed</li> <li>• International Field Study and Training Workshop in Hangzhou developed</li> <li>• Training workshop in Denver developed</li> <li>• Faculty identified and assigned to lead international field study and training workshop</li> </ul> <p><i>Intermediate:</i></p> <ul style="list-style-type: none"> <li>• Students enrolled in international field study and training workshops</li> <li>• Students report high levels of satisfaction with program</li> <li>• Strong positive feedback from faculty</li> </ul> <p><i>Long-term:</i></p> <ul style="list-style-type: none"> <li>• Increased enrollment in international field study and training workshops annually</li> <li>• Students report increased job prospects from GEC</li> <li>• Employers report increased competencies in students who have obtained GEC</li> <li>• Linkages formed with Global E-Commerce customers in China and other markets</li> </ul>	<ul style="list-style-type: none"> <li>• Expert review of International Field study and training workshops</li> <li>• Course enrollment data</li> <li>• Placement data</li> <li>• Assurance of learning assessment</li> <li>• Student survey and FCQs</li> <li>• Feedback from company hosts</li> <li>• Employer survey</li> <li>• Export reports from companies</li> <li>• WTC data</li> <li>• Colorado export data</li> </ul>

## EVALUATION MATRIX

University of Colorado Denver

2. Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
What evidence exists that CU CIBER's work influences the global competence of students?  <b>PMF II GPRA Measures: 1 &amp; 2</b>	Education: Develop innovative academic activities that further the international education of students, strengthen their ability to obtain globally-focused jobs, and increase US global competitiveness	A3: CIBERVets Program for Veterans and Military Students  A4: IB Career Choice for Veterans and Military Students (VMS)	<i>Short-Term:</i> <ul style="list-style-type: none"> <li>Increased number of VMS participants in CIBERVets from CU Denver Business School</li> <li>Increased number of VMS participants in CIBERVets from other colleges/schools at CU Denver</li> <li>Increased number of participants in CIBERVets events</li> <li>Increased enrollment of CIBERVets in MSIB program</li> <li>Students report high levels of satisfaction</li> </ul> <i>Intermediate and Long-Term:</i> <ul style="list-style-type: none"> <li>Increased number of VMS enrolled in and who complete global supply chain and logistics courses</li> <li>Increased number of students enrolled in MSIB program</li> <li>CIBERVets participation in Community College Transfer Fairs</li> <li>CC VMS increased attendance in CIBERVets events</li> <li>Increased placement of VMS students in Global Supply Chain, Logistics and IB jobs.</li> </ul>	<ul style="list-style-type: none"> <li>CIBERVets enrollment data</li> <li>Course enrollment data</li> <li>Student surveys and FCQs</li> <li>Feedback from Office of Veterans and Military Students Services</li> <li>CIBERVets Focus Groups</li> <li>CU Denver transfer reports from CCs</li> <li>Feedback from VMS office in CCs</li> <li>Placement data</li> <li>Employer feedback</li> </ul>

## EVALUATION MATRIX

University of Colorado Denver

3. Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
What evidence exists that CU CIBER's work influences the global competence of students?  <b>PMF I GPRA Measures: 1 &amp;2</b>	Education: Develop innovative academic activities that further the international education of students, strengthen their ability to obtain globally-focused jobs, and increase US global competitiveness	A5: CU CIBER Subscription Program	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> <li>• Business and financial models developed</li> <li>• Buy-in and support from other academic units and high-level university officials secured</li> <li>• Collaboration with EMBA program launched</li> <li>• 100+ EMBA subscriptions issued</li> </ul> <p><i>Intermediate</i></p> <ul style="list-style-type: none"> <li>• Increased participation in programs and activities</li> <li>• Companies enrolled in the program</li> <li>• Increased enrollment in subscription program</li> <li>• Students report high levels of satisfaction</li> </ul> <p><i>Long-term:</i></p> <ul style="list-style-type: none"> <li>• Subscription program retained as key feature of EMBA</li> <li>• Subscription Program launched in other university programs (Professional MBA)</li> <li>• Other CIBERs launch their own subscription models</li> </ul>	<ul style="list-style-type: none"> <li>• Approved business, financial, and implementation plans</li> <li>• Participant survey and evaluation</li> <li>• Subscription program recruitment, retention, and renewal data</li> <li>• Program enrollment data</li> <li>• Course enrollment data</li> <li>• Reports from other programs</li> <li>• Reports and feedback from other CIBERs</li> <li>• Publications featuring CU CIBER subscription program and its impact</li> </ul>

## EVALUATION MATRIX

University of Colorado Denver

4. Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
<p>What evidence exists that CU CIBER's work influences the global competence of students?</p> <p><b>PMF I</b></p> <p><b>GPRA Measures: 1 and 2</b></p>	<p>Education: Develop innovative academic activities that further the international education of students, strengthen their ability to obtain globally-focused jobs, and increase US global competitiveness</p>	<p>A9: Internationalization of Tribal Colleges and Universities</p> <p>A9: Global Supply Chain Course Development at TCUs (Advanced Manufacturing Program)</p>	<p><i>Short-Term:</i></p> <ul style="list-style-type: none"> <li>Increased TCU participation in RMCIBER Meetings</li> <li>Increased TCU participation in faculty development programs</li> <li>Participation by TCUs in the Advanced Manufacturing Program in Global Supply Chain course development workshops and training</li> </ul> <p><i>Intermediate/Long-Term:</i></p> <ul style="list-style-type: none"> <li>Increased international business content in Business courses in TCUs</li> <li>Increased number of International Business courses in TCUs</li> <li>Increased number of students enrolled in IB courses</li> <li>Increased course offerings in Global Supply Chain in TCUs</li> <li>Increased level of competency in IB among students hired from TCUs assisted by CU CIBER</li> <li>AIHEC reports high level of satisfaction from CU CIBER collaboration</li> </ul>	<ul style="list-style-type: none"> <li>RMCIBER participation data</li> <li>FDIB participation data</li> <li>RMCIBER program evaluation reports</li> <li>FDIB program evaluation reports</li> <li>Program enrollment data</li> <li>Course enrollment data</li> <li>Employer surveys</li> <li>Feedback from AIHEC</li> <li>Feedback from TCUs</li> </ul>

## EVALUATION MATRIX

University of Colorado Denver

5. Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
<p>What evidence exists that CU CIBER's work impacts research related to IB and US competitiveness?</p> <p><b>PMFs: IIII</b></p> <p><b>GPRA Measure: 2</b></p>	<p>Research: Promote interdisciplinary theory-based international research with strategic practical applications (Global Research Collaboratories) to increase competitiveness of US entrepreneurs, SMEs, and major corporations, and to improve IB education</p>	<p>Global Research Collaboratories:</p> <ul style="list-style-type: none"> <li>- A18. Rethinking Work—CU CIBER-Rethinkery Labs GRC</li> <li>- A19. Thriving Through Disruption—CU CIBER—IIB Business Partners</li> <li>- A20. Managing Data Privacy—CU CIBER, Norican Group and IIB Board Member Companies GRC</li> </ul>	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> <li>• Specific GRCs are formed</li> <li>• Research projects are identified</li> <li>• Research teams are formed</li> <li>• Business partners are recruited</li> </ul> <p><i>Intermediate/Long-term:</i></p> <ul style="list-style-type: none"> <li>• Research is conducted on various GRCs topics</li> <li>• Preliminary findings lead to recommendations</li> <li>• Business participants report positive outcomes from GRCs</li> <li>• Project outputs are disseminated through workshops</li> <li>• Project outputs are disseminated through conferences</li> <li>• Project outputs are disseminated through publications</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Stakeholder interviews</li> <li>• Research team surveys</li> <li>• Business participant surveys</li> <li>• Participant feedback from workshops</li> <li>• Publication output count</li> <li>• Assessment of journal quality</li> </ul>
	<p>Program objectives, additional research to advance IE, IB, Pedagogy, language and culture</p>	<p>IE Research: A21-A25</p> <p>Global Competitiveness/Frontier Markets Research A26-A27</p> <p>IB Pedagogy Research A28-A30</p>	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> <li>• Research grants awarded</li> <li>• Working papers provided</li> <li>• Conference presentations made</li> </ul> <p><i>Intermediate/Long-term:</i></p> <ul style="list-style-type: none"> <li>• Articles published</li> <li>• Cases and casebook published</li> <li>• Special reports published</li> <li>• Special journal issue published</li> <li>• Research disseminated and cited</li> </ul>	<ul style="list-style-type: none"> <li>• Research grant award report</li> <li>• Review of faculty annual reports</li> <li>• Publication count, conference presentation count</li> <li>• Assessment of journal quality</li> <li>• Citation count</li> </ul>

## EVALUATION MATRIX

University of Colorado Denver

6. Evaluation Matrix - A Comprehensive Evaluation Approach				
Evaluation Questions	Program Objective Addressed	CU CIBER Activities to be Evaluated	Indicators of Success	Methodology/ Data Sources
<p>To what extent do CU CIBER's outreach and collaboration initiatives meet the IB education and training needs of internal and external partners?</p> <p><b>PMFs III</b></p> <p><b>GPRA Measures 2 and 3</b></p>	<p>Outreach: Provide innovative IE, courses, conferences, workshops, and mentoring to meet the education and training needs of executives, trade practitioners, faculty, institutions of higher education, and other professionals</p>	A31: Faculty Development in International Entrepreneurship Programs	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> <li>Increased number of faculty enrolled</li> <li>Doctoral students and junior faculty enrolled</li> <li>Increased participation by MSI and community colleges</li> <li>Favorable ratings from faculty participants</li> </ul> <p><i>Intermediate/Long-Long Term:</i></p> <ul style="list-style-type: none"> <li>Increased number of courses in IB with IE content</li> <li>Increased number of IE courses</li> <li>Increased research outputs from FDIE research workshops</li> <li>Favorable ratings from faculty participants</li> </ul>	<ul style="list-style-type: none"> <li>FDIE enrollment data</li> <li>FDIE sponsorship reports</li> <li>Post-program evaluation data</li> <li>Self-reports from faculty</li> <li>Longitudinal study of past FDIE participants</li> </ul>
		A33: RMCIBER Network	<p><i>Short-term:</i></p> <ul style="list-style-type: none"> <li>Increased number of participants/attendees in RMCIBER Meetings</li> <li>Increased participation by MSIs and community colleges in RMCIBER Network and meetings</li> <li>Increased business participation in Trade Challenges in a Changing Global Economy webcasts</li> </ul>	<ul style="list-style-type: none"> <li>RMCIBER Network membership data</li> <li>RMCIBER survey</li> <li>Post-program surveys and evaluation</li> </ul>
		A39: China Faculty Development in International Business (FDIB) Programs	<ul style="list-style-type: none"> <li>Increased number of faculty enrolled</li> <li>Doctoral students and junior faculty enrolled in the program</li> <li>Increased participation by MSIs and community colleges</li> <li>Favorable ratings from faculty participants</li> </ul>	<ul style="list-style-type: none"> <li>FDIB enrollment data</li> <li>FDIE sponsorship reports</li> <li>Post-program evaluation data</li> <li>Self-reports from faculty</li> <li>Longitudinal study of past China participants</li> </ul>
		A45: International Executive Round tables	<p><i>Short-term/Intermediate:</i></p> <ul style="list-style-type: none"> <li>Increased number of business attendees in IERs</li> <li>Increased participation from CU Denver Business School Centers of Excellence</li> <li>Increased participation from CCs and MSIs faculty and students</li> <li>Participants report high level of satisfaction from lectures</li> </ul>	<ul style="list-style-type: none"> <li>Participant roster</li> <li>Participant survey and feedback</li> <li>Feedback from co-sponsors/other Centers of Excellence</li> </ul>

**CU CIBER PERFORMANCE MEASURE FORM**
**Attachment IX-1**
*University of Colorado Denver*
**PMF I**

<b>1. Project Goal 1: Increase the number of students with competencies in cross-border e-commerce earned through the MS in International Business Specialization in Global E-Commerce</b>								
<b>2. Performance Measures</b>	<b>3. Activities</b>	<b>4. Data/ Indicators</b>	<b>5. Frequency</b>	<b>6. Data Source</b>	<b>7. Baseline</b>			
					<b>T1</b>	<b>T2</b>	<b>T3</b>	<b>T4</b>
1A. In Yr1, create and offer Global E-Commerce Specialization at CU Denver Business School's Master of Science in International Business Program	1A1. Form a design team of external experts to assist with program design	The number and expertise of external experts (maintain 3 members throughout program)	Program launch	IIB Records	3	3	3	3
	1A1-2. Recruit faculty to design, develop, and teach courses in the program	The number and qualifications of faculty in the program	Annually	Departmental Records	3	5	6	6
	1A2. Send 6 faculty members to professional and training workshops by end of project period	The number and qualifications of program faculty	Annually	Departmental Records	3	5	6	6
	1A3. Develop three course modules for the program at program launch and 6 courses by end of project period	The number of course modules/courses	Annually	Departmental Records	3/3	3/4	3/5	3/6
1B. In Yr1, develop and offer Global E-Commerce International Field Study and Training Workshops	1B1. Sign Memorandum of Understanding with E-Business Program and Center for Modern Research at Zhejiang Gongshang University (ZJU) to collaborate on organization of Global E-Commerce field study and training workshops in Hangzhou, China	Completed MOU with ZJU 1 MOU updated as needed	Program Launch	Office of International Affairs	1	1	1	1
	1B2. Design and develop international field study and training workshops in Hangzhou	The number of international field study and training workshops developed	Annually	Departmental Records	0	2	2	4
	1B3. Enlist IIB Board members to host global e-commerce training workshops in Denver	The number of GEC training workshop sponsor	Program Launch/Annually	Departmental Records	1	2	3	3
	1B4. Appoint a faculty member to lead and coordinate international field study and training workshops	The Qualification and expertise of international field study team leader	Program Launch/Annually	Departmental Records	1	1	1	1
1C. Award at least 50 MSIB Global E-Commerce specializations by end of Year 4 of the project period	1C1. Appoint recruiters to conduct information sessions to promote the program	The number and qualification of the recruiter. The number of information sessions	Program launch/Annually Quarterly	IIB Records EMBA Records	1 recruiter/4 sessions per year	1 recruiter/4 sessions per year	1 recruiter/4 sessions per year	1 recruiter/4 sessions per year
	1C2. Graduate students with Global E-Commerce specialization	The number and qualifications of graduates from the program	Semester	Department Records	0	20	35	50

# CU CIBER PERFORMANCE MEASURE FORM

University of Colorado Denver

## PMF II

1. Project Goal 2: Increase by 25% the number of Veterans and Military students (VMS) in CIBERVets and IB Career Choice Program								
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline			
					T1	T2	T3	T4
2A. Increase by 15% the number of VMS registered for CIBERVets in the Business School at CU Denver	2A1. Organizing information/recruiting sessions on CIBERVets and IB Career Choice programs	The number of information/recruiting sessions held	Semester	IIB Records	2	6	10	14
	2A2. Sign-up new members to the CIBERVets program	The number of student participants in the CIBERVets program	Annually	IIB Records	80	92	105	120
2B. Increase by 15% the number of VMS registered in the IB Career Choice Program	2B1. Provide course development/enhancement grants for courses in IB Career Choice program	The number of courses listed for the IB Career Choice Program	Semester	Department Records	2	4	6	6
	2B2. Recruit students to the IB Career Choice Program	The number of students enrolled in and progressing in the program	Semester	Department Records	0	20	23	26
2C. Increase by 25% the number of VMS registered in CIBERVets from other schools at CU Denver (other than the Business School) and to CU's other campuses	2C1. Participate in Office of Veterans & Military Student Services information sessions and networking events	The number of joint events scheduled between OVMSS and CIBERVets	Annually	IIB Records	TBD	TBD	TBD	TBD
	2C2. Recruit students from other college/schools at CU and from community colleges to the CIBERVets program	The number of non-CU Denver students in the CIBERVets Program	Annually	IIB Records	75	93	117	146

## CU CIBER PERFORMANCE MEASURE FORM

University of Colorado Denver

### PMF III

1. Project Goal 3: By end of project year, retain the CU CIBER Subscription as a key feature of the CU EMBA Program and extend the program to business partners of the IIB.								
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline			
					T1	T2	T3	T4
3A. In Yr1 extend 100 free 2-year subscriptions to EMBA alumni	3A1 Develop CU CIBER Subscription Program and conduct information sessions for CU EMBA alumni	The number of participants and their company affiliations in CU CIBER Subscriber program	Annually	EMBA Records	100% of alumni for 2016-2019	100% of Class of 2020	100% of Class of 2021	100% of Class of 2022
	3A2. Reach a CU CIBER Subscription renewal rate of 33% by end of project year	The number of participants and their company affiliations in CU CIBER Subscriber program	Annually	EMBA Records	0	15% of issued subscriptions (advance renewals)	25% of issued subscriptions	33% of issued subscriptions
3B. By the end of the project period, extend CU CIBER subscriptions to 30 business partners of the Institute for International Business and CU CIBER.	3B1. Provide business partners with information on the CU CIBER subscription	The number of companies participating in the CU CIBER program	Annually	IIB Records	0	0	15	30

# CU CIBER PERFORMANCE MEASURE FORM

University of Colorado Denver

## PMF IV

1. Project Goal 4: Implement global supply chain course development and training in 100% of Tribal Colleges and Universities (TCUs) that are engaged in the Advanced Manufacturing Program and increase by 50% the number of TCUs with international business courses when compared to the prior grant period								
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline			
					T1	T2	T3	T4
4A. Enlist the five TCUs that are currently engaged in the Advanced Manufacturing Program (AMP) in global supply chain course development and training; Extend training to other TCUs	4A1. Work with the American Indian Higher Education Center in program planning and development of global supply chain course development and training	The number of TCUs participating in program planning and course development of Global Supply Chain course	Program Launch Annually	IIB Records AIHEC Records TCU Records	5 out of 5	100% of TCUs in AMP	100% of TCUs in AMP	100% of TCUs in AMP
4B. Engage at least 50% of TCUs in at least one internationalization activity (e.g., faculty development programs, symposiums, workshops, and webcasts offered by CU CIBER)	4B1. Disseminate information to TCUs on CU CIBER or CU CIBER co-sponsored faculty development programs and conferences	The number of TCUs receiving information about programs and events	Annually	IIB Records AIHEC Records	100% of TCUs	100% of TCUs	100% of TCUs	100% of TCUs
	4B2. Provide registration grants to TCU faculty	The number and qualifications of TCU faculty receiving grants	Annually	IIB Records AIHEC Records TCU Records	20% of TCUs	30% of TCUs	40% of TCUs	50% of TCUs

## CU CIBER PERFORMANCE MEASURE FORM

University of Colorado Denver

### PMF V

1. Project Goal 5: Increase by 20% the number of international business consulting projects and internships available to students through CU CIBER's Pathways to International Internship and Employment (PIIE) and increase by 50% the number of students participating in PIIE when compared to the prior grant period								
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline			
					T1	T2	T3	T4
5A. Increase by 20% the number of companies participating in PIIE	5A1. Establish partnership agreements with IB consulting project and internship sponsors	The number and quality of agreements with IB consulting sponsors	Semester	Department Records	8	14	20	26
5B. Increase by 50% the number of students conducting international business consulting projects and completing internships through PIIE	5B1. Conduct information sessions for students, faculty and advisors on International Business Consulting projects through PIIE	The number of students enrolled in IB consulting projects	Semester	Department Records	25	50	75	100
	5B2. Invite students to information sessions attended by IB internship sponsors and to International Executive Roundtables featuring these sponsors	The number of students enrolled in IB internships	Monthly	IIB Records Departmental Records	30	40	50	60

## CU CIBER PERFORMANCE MEASURE FORM

University of Colorado Denver

### PMF VI

1. Project Goal 6: Build teaching and research capacity through CU CIBER-led Faculty Development in International Entrepreneurship program and RMCIBER conference								
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline			
					T1	T2	T3	T4
6A. By the end of the project period, train at least 300 US faculty participants in the Faculty Development in International Entrepreneurship (FDIE) and RMCIBER conference/workshops	6A1. Disseminate FDIE program information to US schools and colleges, including CCs and MSIs	The number of US faculty including CC and MSI faculty participating in the FDIE program	Annually	IIB Records	25	50	75	100
	6A2. Lead the International Entrepreneurship workshop at GSU's IB Pedagogy Workshop	Collaborate with GSU CIBER in recruiting HBCU and MSI faculty to IE workshop	Biennial	IIB Records GSU Records	12	12	24	24
6B. By end of project period, the RMCIBER will host 200 participants in the RMCIBER conference and workshop	6B1. Disseminate information to RMCIBER member schools and faculty	The number and qualifications of faculty from RMCIBER schools participating in the RMCIBER conference and workshop	Biennial	IIB Records	0	100	100	200

## CU CIBER PERFORMANCE MEASURE FORM

University of Colorado Denver

### PMF VII

1. Project Goal 7: Increase by 15% the number of CU undergraduate and graduate students with proficiency in language and cultural studies								
2. Performance Measures	3. Activities	4. Data/ Indicators	5. Frequency	6. Data Source	7. Baseline			
					T1	T2	T3	T4
7A. Increase by 15% the number of students enrolled in Less Commonly Taught Languages each project year	7A1. Develop partnerships with the Center for Asian Studies and Anderson Language and Technology Center for the offering of Less Commonly Taught Languages	The number of students enrolled in LCTL in the joint IB and language programs	Annually	IIB Records University Research Anderson Language and Technology Center Records	0	40	80	120
7B. Increase by 15% the number of students engaged in the Business Language Competition each project year	7B1. Disseminate information about the Business Language Case competition to faculty teaching Business Languages and engage them in identifying and selecting team participants for the national competition through a pre-qualifying competition	The number of students participating in the Business Language Competition (pre-qualification and national competition)	Biennial	IIB Records University Records	25	25	50	50
7C. Increase by 10% the number of students in Foreign Language for Specific Purposes each project year	7C1. Provide grants for faculty to develop Foreign Language Special Purpose (FLSP) courses	The number of students enrolled in FLSP courses	Annually	IIB Records University Records	30	35	75	150
7D. Increase by 15% the number of students participating in international field study and study abroad each project year	7D1. Provide grants for faculty to develop new study abroad courses for the Freshman Global Experience	The number of students participating in international field studies	Annually	IIB Records University Records	150	200	250	300

## Budget Narrative File(s)

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\* **Mandatory Budget Narrative Filename:**

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**CU CIBER PROPOSAL BUDGET**

University of Colorado Denver

CU Denver Proposal No. 184832

**PROPOSED BUDGET DETAILS SUMMARY**

 Institution: The Regents of the University of Colorado  
on behalf of the University of Colorado Denver  
1250 14th Street  
Denver, CO 80217

 Title: University of Colorado Denver Center for International  
Business Education Education and Research (CIBER)

CU Denver Project Director: Manuel Serapio

Duration: 10/1/18 - 9/30/22

		Year 1		Year 2		Year 3		Year 4		Total Project Costs		
		Sponsor Request	Cost Share	Sponsor Request	Cost Share	Sponsor Request	Cost Share	Sponsor Request	Cost Share	Sponsor Request	Cost Share	Total Project
<b>1. Personnel</b>												
<b>A. Key Project Personnel</b>												
<i>base salary</i>												
CIBER Project Director: Manuel Serapio												
60% time, 9 mos AY (cost match)	175,121		105,073		108,225		111,472		114,816		\$439,586	\$439,586
66% time, 2 mos Summer	58,374	25,684		26,455		27,249		28,066		\$107,454		\$107,454
Assistant Director: Nancy Vega												
100% time, 12 mos. (25% ED, 75% cost match)	72,000	18,000	54,000	18,540	55,620	19,096	57,289	19,669	59,008	\$75,305	\$225,917	\$301,222
Outreach and Internship Director: Missy Kautt												
40% time, 9 mos. AY (15% ED, 25% cost match)	69,511	10,427	17,378	10,740	17,899	11,062	18,436	11,394	18,989	\$43,623	\$72,702	\$116,325
40% time, 3 mos. Summer (15% ED, 25% cost match)	23,170	3,476	5,793	3,580	5,967	3,687	6,146	3,798	6,330	\$14,541	\$24,236	\$38,777
Program Manager: Melanie Ellison												
100% time, 12 mos. (25% ED, 75% cost match)	63,348	15,837	47,511	16,312	48,936	16,801	50,404	17,305	51,916	\$66,255	\$198,767	\$265,022
Subtotal Key Project Personnel		73,424	229,755	75,627	236,647	77,895	243,747	80,232	251,059	\$307,178	\$961,208	\$1,268,386
<b>B. Student Hourly Personnel</b>												
CIBERVets military student coordinator (960 hours @ \$11/hr, TBD)		10,560		10,800		11,040		11,280		\$43,680		\$43,680
Global Research Collaboratory (350 hrs @ \$20/hr, TBD Phd student)		7,000		7,000		7,000		7,000		\$28,000		\$28,000
Student Assistants (1920 hrs ED, 960 hrs cost match @ \$11/hr; TBD)		21,120	10,560	21,600	10,800	22,080	11,040	22,560	11,280	\$87,360	\$43,680	\$131,040
Subtotal Student Hourly Personnel		38,680	10,560	39,400	10,800	40,120	11,040	40,840	11,280	\$159,040	\$43,680	\$202,720
Total Salaries and Wages		112,104	240,315	115,027	247,447	118,015	254,787	121,072	262,339	\$466,218	\$1,004,888	\$1,471,106
<b>2. Fringe Benefits</b>												
CU Denver Faculty, Full-time: 29.52% (Serapio)		7,582	31,018	7,810	31,948	8,044	32,907	8,285	33,894	\$31,721	\$129,767	\$161,488
CU Denver University Staff, Full-time: 34.60% (Vega)		6,228	18,684	6,415	19,245	6,607	19,822	6,805	20,417	\$26,055	\$78,168	\$104,223
CU Denver Faculty, Full-time: 29.52% (Kautt)		4,104	6,840	4,227	7,045	4,354	7,257	4,485	7,474	\$17,170	\$28,616	\$45,786
CU Denver University Staff, Full-time: 34.60% (Ellison)		5,480	16,439	5,644	16,932	5,813	17,440	5,988	17,963	\$22,925	\$68,774	\$91,699
Student Hourly Assistants: 0.53% (TBD)		205	56	209	57	213	59	216	60	\$843	\$232	\$1,075
Total Fringe Benefits		23,599	73,037	24,305	75,227	25,031	77,485	25,779	79,808	\$98,714	\$305,557	\$404,271
<b>3. Travel</b>												
Project Travel (see yearly budgets for detail)		28,750	1,500	22,250	4,500	23,750	750	15,250	1,500	\$90,000	\$8,250	\$98,250
Total Travel		28,750	1,500	22,250	4,500	23,750	750	15,250	1,500	\$90,000	\$8,250	\$98,250
<b>4. Equipment</b>												
None												
<b>5. Supplies</b>												
Project Supplies (see yearly budgets for detail)		1,500		1,500		1,500		1,500		\$6,000	\$0	\$6,000
Total Supplies		1,500		1,500		1,500		1,500		\$6,000	\$0	\$6,000
<b>6. Contractual</b>												

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	Year 1		Year 2		Year 3		Year 4		Total Project Costs		
	Sponsor Request	Cost Share	Sponsor Request	Cost Share	Sponsor Request	Cost Share	Sponsor Request	Cost Share	Sponsor Request	Cost Share	Total Project
None											
<b>7. Construction</b>											
None											
<b>8. Other Direct Costs</b>											
Evaluation Costs (see yearly budgets for details)	10,000	3,500	10,000	2,500	10,000	2,500	12,500	3,500	\$42,500	\$12,000	<b>\$54,500</b>
Faculty Grants for Activity Program Development (see yrly for details)	83,000	3,750	78,500	0	77,500	0	79,000	0	\$318,000	\$3,750	<b>\$321,750</b>
Other Activity Costs (see yearly budgets for details)	63,950	30,500	70,200	30,500	66,950	25,500	67,700	23,000	\$268,800	\$109,500	<b>\$378,300</b>
Total Other Direct Costs	156,950	37,750	158,700	33,000	154,450	28,000	159,200	26,500	\$629,300	\$125,250	<b>\$754,550</b>
<b>9. Total Direct Costs</b>	322,903	352,602	321,782	360,174	322,746	361,022	322,801	370,147	\$1,290,232	\$1,443,945	<b>\$2,734,177</b>
<b>10. Indirect Costs</b>											
Program required 8% MTDC	25,832	28,208	25,743	28,814	25,820	28,882	25,824	29,612	\$103,219	\$115,516	<b>\$218,735</b>
<b>11. Training Costs</b>											
None											
<b>12 Total Project Costs</b>	<b>\$348,735</b>	<b>\$380,810</b>	<b>\$347,525</b>	<b>\$388,988</b>	<b>\$348,566</b>	<b>\$389,904</b>	<b>\$348,625</b>	<b>\$399,759</b>	<b>\$1,393,451</b>	<b>\$1,559,461</b>	<b>\$2,952,912</b>
<b>Total Department of Education Request (\$365,000/yr max):</b>	<b>\$1,393,451</b>		<b>\$1,393,451</b>		<b>\$1,393,451</b>		<b>\$1,393,451</b>		<b>\$1,393,451</b>		
<b>Total CU Denver Cost Share:</b>	<b>\$1,559,461</b>		<b>\$1,559,461</b>		<b>\$1,559,461</b>		<b>\$1,559,461</b>		<b>\$1,559,461</b>		

# CU CIBER PROPOSAL BUDGET YEAR 1

University of Colorado Denver

ACTIVITY CODE	Year 1 Project Period: 10/01/2018 - 9/30/2019	Dept. of ED	CU Denver Match
<b>1. Personnel</b>			
	<b>Key Project Personnel</b>		
	CIBER Program Director: Manuel Serapio		
	60% time, 9mos AY (cost match)		105,073
	66% time, 2 mos Summer	25,684	
	Assistant Director: Nancy Vega		
	100% time, 12 mos. (25% time, 12 mos ED, 75% time, 12 mos. cost match)	18,000	54,000
	Outreach and Internship Director: Missy Kautt		
	40% time, 9 mos. AY (15% time, 9 mos ED, 25% time, 9 mos. cost match)	10,427	17,378
	40% time, 3 mos. Summer (15% time, 3 mos. ED, 25% time, 3 mos. cost match)	3,476	5,793
	Program Manager: Melanie Ellison		
	100% time, 12 mos. (25% time, 12 mos ED, 75% time, 12 mos. cost match)	15,837	47,511
	<b>Subtotal Key Project Personnel</b>	<b>73,424</b>	<b>229,755</b>
	<b>Other Personnel - Hourly undergraduate and doctoral students</b>		
A3-A4	CIBERVets military student coordinator (960 hours total @ \$11/hr, TBD)	10,560	
A18-A20	Global Research Collaboratory (350 hrs ED @ \$20/hr, TBD Phd student)	7,000	
Various	Student Assistants (1920 hrs ED, 960 hrs cost match @ \$11/hr; TBD)	21,120	10,560
	<b>Subtotal Other Personnel - Hourly undergraduate and doctoral students</b>	<b>38,680</b>	<b>10,560</b>
	<b>Total Personnel</b>	<b>112,104</b>	<b>240,315</b>
<b>2. Fringe Benefits</b>			
	CU Denver Faculty, Full-time: 29.52% (Serapio, Kautt)	11,686	37,858
	CU Denver University Staff, Full-time: 34.60% (Vega, Ellison)	11,708	35,123
	Student Hourly Assistants: 0.53% (TBD)	205	56
	<b>Total Fringe Benefits</b>	<b>23,599</b>	<b>73,037</b>
<b>3. Travel</b>			
	<b>Domestic</b>		
	Directors' Meeting-D.C. (M. Serapio)	1,500	
	Associate/Assistant Directors Meeting-D.C. (N.Vega)	1,500	
	AIHEC/TCU Meetings (M. Serapio)	2,000	
	ABCD Conference(2 faculty TBD)	1,500	
	External Evaluator (G. Ungson)	500	
	<b>Subtotal Domestic Travel</b>	<b>7,000</b>	<b>0</b>
	<b>Foreign</b>		
	China FDIB (J. Chen)	4,250	
	Global E-Commerce Training (3 faculty, TBD)	9,000	
	PACIBER Conference (M. Serapio)	2,500	1,500
	International Research Conference, China (2 faculty, TBD)	6,000	
	<b>Subtotal Foreign Travel</b>	<b>21,750</b>	<b>1,500</b>
	<b>Total Travel</b>	<b>28,750</b>	<b>1,500</b>
<b>4. Equipment</b>		N/A	N/A
<b>5. Supplies</b>			
	Project dedicated supplies: binder, paper copies, conference materials	1,500	
	<b>Total Supplies</b>	<b>1,500</b>	<b>0</b>
<b>6. Contractual</b>		N/A	N/A
<b>7. Construction</b>		N/A	N/A
<b>8. Other Direct Costs</b>			
	<b>Evaluation Costs</b>		
	CU Denver Evaluation Center, annual reviews (Service Center Rate)	7,500	2,500
	External Reviewer (G. Ungson)	2,500	1,000

ACTIVITY CODE	Year 1 Project Period: 10/01/2018 - 9/30/2019	Dept. of ED	CU Denver Match
	<b>Subtotal Evaluation Costs</b>	<b>10,000</b>	<b>3,500</b>
	<b>Faculty Grants for Activity Program Development</b>		
A1-A2	Global E-Commerce Specialization: 3 faculty grants, course development	7,500	
A3-A4	CIBERVets and IB career choice: 2 faculty grants, course enhancements (TBD)	3,000	
A5	Subscription Program: 1 faculty grant, program development and coordination (TBD)	5,000	
A6	IB Fellows Program: 1 faculty grant, program development (J. Ruhnka)	2,500	
A7	Global HR Learning: 1 faculty grant, course development (W. Cascio)	5,000	
A12	IE and Internships in One Year MBA program, course development and teaching		3,750
A13	Interdisciplinary programs: 1 faculty grant, program development (S. Hartnett)	2,500	
A14-A15	Foreign Language activities: 2 faculty grants, program coordination (M. Long, K. Bollard))	5,000	
A16	Business Language Case Competition: 1 faculty grant, program development (T. Oakes)	2,500	
A17	Global Freshman Experience: 2 faculty grants, course development (TBD)	5,000	
A18	Rethinking Work GRC: 2 faculty grants, program development and coordination of GRC (W. Cascio, R. Montealegre)	10,000	
A21-A24	International Entrepreneurship: 4 faculty grants, research (TBD)	10,000	
A26-A27	Global Competitiveness/Frontier Markets: 4 faculty grants, research (TBD)	10,000	
A28	Innovation in IB Education research: 1 faculty grant, research (TBD)	2,500	
A30	IB and IE at CC Research: 1 faculty grant, research (TBD)	2,500	
A34	RMCIBER Webcasts: 1 faculty grant, program development (TBD)	2,500	
A39	China's Belt and Road Initiative: 1 faculty grant, program development and coordination (J. Chen)	5,000	
A43-A44	Export Initiatives: 1 faculty grant, program coordination (R. Becker)	2,500	
	<b>Subtotal Faculty Grants</b>	<b>83,000</b>	<b>3,750</b>
	<b>Other Activity Costs</b>		
A1-A2	Global E-Commerce Specialization	3,500	
A3-A4	CIBERVets Information Sessions, Transfer Fairs, Networking Events	3,000	
A5	Subscription Program (workshops, coordination/facilitation)		20,000
A8	CCD: course enhancement grants(3 courses)	4,500	
A8	CCD: Training Workshop	1,000	
A9	TCU: Global Supply Chain course development	2,500	
A9	TCU: IB course enhancements (2 courses)	2,000	
A9	TCU: training workshops	2,000	
A17	Global Freshman Experience workshop	500	
A18	GRC Workshop Implementation	3,000	
A21	Co-sponsorship: Research	5,000	
A31	FDIE Co-sponsorship	1,500	
A34	Webcasts development (media support)	6,000	
A36	Blockchain in Commodities Supply Chain Symposium (co-sponsorship)	5,000	
A38	Colorado Seal of Biliteracy workshop	1,000	
A39	China FDIB scholarships	7,500	2,500
A40	Overseas FDIB co-sponsorships	5,000	2,500
A41	PACIBER Conference co-sponsorship	1,500	
A42	CIBER MSI Consortium	5,000	
A43	Export and Jobs Initiative		
	NADEC Co-sponsorship	500	
	NASBITE Co-sponsorship	500	
	World Trade Day	750	
A44	Export Consulting & Internships		3,000
A45	International Executive Roundtables	2,700	2,500
	<b>Subtotal Other Activity Costs</b>	<b>63,950</b>	<b>30,500</b>
	<b>Total Other Direct Costs</b>	<b>156,950</b>	<b>37,750</b>
<b>9. Total Direct Costs</b>		<b>\$322,903</b>	<b>\$352,602</b>
<b>10. Total Indirect Costs (8% of MTDC per CIBER Program Requirements)</b>		<b>\$25,832</b>	<b>\$28,208</b>
<b>11. Training Stipends</b>		N/A	N/A
<b>12. Total Costs</b>		<b>\$348,735</b>	<b>\$380,810</b>

## CU CIBER PROPOSAL BUDGET YEAR 2

University of Colorado Denver

ACTIVITY CODE	Year 2 Project Period: 10/01/2019 - 9/30/2020	Dept. of ED	CU Denver Match
<b>1. Personnel</b>			
	<b>Key Project Personnel</b>		
	CIBER Program Director: Manuel Serapio		
	60% time, 9mos AY (cost match)		108,225
	66% time, 2 mos Summer	26,455	
	Assistant Director: Nancy Vega		
	100% time, 12 mos. (25% time, 12 mos ED, 75% time, 12 mos. cost match)	18,540	55,620
	Outreach and Internship Director: Missy Kautt		
	40% time, 9 mos. AY (15% time, 9 mos ED, 25% time, 9 mos. cost match)	10,740	17,899
	40% time, 3 mos. Summer (15% time, 3 mos. ED, 25% time, 3 mos. cost match)	3,580	5,967
	Program Manager: Melanie Ellison		
	100% time, 12 mos. (25% time, 12 mos ED, 75% time, 12 mos. cost match)	16,312	48,936
	<b>Subtotal Key Project Personnel</b>	<b>75,627</b>	<b>236,647</b>
	<b>Other Personnel - Hourly undergraduate and doctoral students</b>		
A3-A4	CIBERVets military student coordinator (960 hours total @ \$11.25/hr, TBD)	10,800	
A18-A20	Global Research Collaboratory (350 hrs ED @ \$20/hr, TBD Phd student)	7,000	
Various	Student Assistants (1920 hrs ED, 960 hrs cost match @ \$11.25/hr; TBD)	21,600	10,800
	<b>Subtotal Other Personnel - Hourly undergraduate and doctoral students</b>	<b>39,400</b>	<b>10,800</b>
	<b>Total Personnel</b>	<b>115,027</b>	<b>247,447</b>
<b>2. Fringe Benefits</b>			
	CU Denver Faculty, Full-time: 29.52% (Serapio, Kautt)	12,037	38,993
	CU Denver University Staff, Full-time: 34.60% (Vega, Ellison)	12,059	36,176
	Student Hourly Assistants: 0.53% (TBD)	209	57
	<b>Total Fringe Benefits</b>	<b>24,305</b>	<b>75,226</b>
<b>3. Travel</b>			
	<b>Domestic</b>		
	Directors' Meeting-D.C. (M. Serapio)	1,500	
	Associate/Assistant Directors Meeting-D.C. (N.Vega)	1,500	
	AIHEC/TCU Meetings (M. Serapio)	1,000	
	Silicon Valley conference (M. Kautt, M. Serapio)	2,000	
	Language for Specific Purposes conference (M. Long, N. Vega)	2,500	
	Business Language Case Competition (3 students and 1 faculty member)	4,000	
	<b>Subtotal Domestic Travel</b>	<b>12,500</b>	<b>0</b>
	<b>Foreign</b>		
	China FDIB (J. Chen)	4,250	
	Global E-Commerce Training (2 faculty, TBD)	3,000	3,000
	PACIBER Conference (TBD)	2,500	1,500
	<b>Subtotal Foreign Travel</b>	<b>9,750</b>	<b>4,500</b>
	<b>Total Travel</b>	<b>22,250</b>	<b>4,500</b>
<b>4. Equipment</b>			
		N/A	N/A
<b>5. Supplies</b>			
	Project dedicated supplies: binder, paper copies, conference materials	1,500	
	<b>Total Supplies</b>	<b>1,500</b>	<b>0</b>
<b>6. Contractual</b>			
		N/A	N/A
<b>7. Construction</b>			
		N/A	N/A
<b>8. Other Direct Costs</b>			
	<b>Evaluation Costs</b>		
	CU Denver Evaluation Center, annual reviews (Service Center Rate)	7,500	2,500
	External Reviewer	2,500	
	<b>Subtotal Evaluation Costs</b>	<b>10,000</b>	<b>2,500</b>
	<b>Faculty Grants for Activity Program Development</b>		
A1-A2	Global E-Commerce Specialization		

ACTIVITY CODE	Year 2 Project Period: 10/01/2019 - 9/30/2020	Dept. of ED	CU Denver Match
	2 faculty grants, course enhancement (TBD)	3,000	
A3-A4	CIBERVets and IB career choice program: 2 faculty grants, course enhancement (TBD)	3,000	
A5	Subscription Program: 1 faculty grant, program coordination (TBD)	2,500	
A6	IB Fellows Program: 1 faculty grant, program development and coordination (J. Ruhnka)	5,000	
A7	Global HR Learning: 1 faculty grant, course coordination (W. Cascio)	2,500	
A10	IB International Affairs Mini School: 1 faculty grant, program development and coordination (TBD)	2,500	
A11	Study Abroad and Dual Degree: 1 faculty grant, program coordination (TBD)	2,500	
A13	Interdisciplinary programs: 2 faculty grants, program development (TBD)	5,000	
A14-A15	Foreign Language activities: 2 faculty grants, program coordination and course development(M.Long, TBD)	5,000	
A16	Business Language Case Competition: 1 faculty grant, program coordination (T. Oakes)	2,500	
A17	Global Freshman Experience: 2 faculty grants, course development (TBD)	5,000	
A18-A20	Managing Data Privacy GRC		
	2 faculty grants, program development and coordination (J. Khuntia, TBD)	10,000	
A21-A24	International Entrepreneurship: 2 faculty grants, research (TBD)	5,000	
A26-A27	Global Competitiveness/Frontier Markets: 2 faculty grants, research (TBD)	5,000	
A28	Innovation in IB Education research: 1 faculty grant, program coordination (TBD)	2,500	
A29	Language for Specific Purposes: 1 faculty grant, research (TBD)	2,500	
A30	IB and IE at CC Research: 1 faculty grant, research (TBD)	2,500	
A32	Denver Start-up week: 1 faculty grant, program coordination (M. Parthasarathy)	2,500	
A39	China's Belt and Road Initiative: 1 faculty grant, program coordination (Ji. Chen)	5,000	
A42	CIBER MSI Consortium: 1 faculty grant, program coordination (TBD)	2,500	
A43-A44	Export Initiatives: 1 faculty grant, program workshop (R. Becker)	2,500	
	<b>Subtotal Faculty Grants</b>	<b>78,500</b>	<b>0</b>
	<b>Other Activity Costs</b>		
A1-A2	Global E-Commerce Specialization International field study and training workshop coordinator	3,500	
A3-A4	CIBERVets and IB career choice: Information Sessions, Transfer Fairs, Networking Events	3,000	
A5	Subscription Program (workshops, coordination/facilitation)		20,000
A6	IB Fellows Program	7,500	
A8	Increase IB content at Community College: 3 course enhancement Grant	4,500	
A9	TCU faculty development scholarships	4,500	
A10	Mini School co-sponsorship	750	
A17	Global Freshman Experience workshop	500	
A18	GRC Workshop Implementation	3,000	
A25	Dynamic Casebook: Case development grants	3,000	
A31	FDIE Workshop expenses	3,000	
A31	FDIE Doctoral and Junior faculty scholarship (5 @ \$400)	2,000	
A33	RM CIBER Conference Co-Sponsorship	5,000	
A33	RM CIBER participants scholarship (5 scholarships @ \$500 each)	2,500	
A35	Silicon Valley conference Co-sponsorship	2,500	
A37	Language for specific purposes co-sponsorship	500	
A38	Colorado Seal of Bilingualism workshop	1,000	
A39	China FDIB scholarships	7,500	2,500
A40	Overseas FDIB scholarships	5,000	2,500
A41	PACIBER Conference co-sponsorship	1,500	
A42	CIBER MSI Consortium	5,000	
A43	Export and Jobs Initiative		
	NADEC Co-sponsorship	500	
	NASBITE Co-sponsorship	500	
	World Trade Day	750	
A44	Export Consulting & Internships		3,000
A45	International Executive Roundtables	2,700	2,500
	<b>Subtotal Other Activity Costs</b>	<b>70,200</b>	<b>30,500</b>
	<b>Total Other Direct Costs</b>	<b>158,700</b>	<b>33,000</b>
<b>9. Total Direct Costs</b>		<b>\$321,782</b>	<b>\$360,173</b>
<b>10. Total Indirect Costs (8% of MTDC per CIBER Program Requirements)</b>		<b>\$25,743</b>	<b>\$28,814</b>
<b>11. Training Stipends</b>		N/A	N/A
<b>12. Total Costs</b>		<b>\$347,525</b>	<b>\$388,987</b>

# CU CIBER PROPOSAL BUDGET YEAR 3

University of Colorado Denver

ACTIVITY CODE	Year 3 Project Period: 10/01/2020 - 9/30/2021	Dept. of ED	CU Denver Match
<b>1. Personnel</b>			
	<b>Key Project Personnel</b>		
	CIBER Program Director: Manuel Serapio		
	60% time, 9mos AY (cost match)		111,472
	66% time, 2 mos Summer	27,249	
	Assistant Director: Nancy Vega		
	100% time, 12 mos. (25% time, 12 mos ED, 75% time, 12 mos. cost match)	19,096	57,289
	Outreach and Internship Director: Missy Kautt		
	40% time, 9 mos. AY (15% time, 9 mos ED, 25% time, 9 mos. cost match)	11,062	18,436
	40% time, 3 mos. Summer (15% time, 3 mos. ED, 25% time, 3 mos. cost match)	3,687	6,146
	Program Manager: Melanie Ellison		
	100% time, 12 mos. (25% time, 12 mos ED, 75% time, 12 mos. cost match)	16,801	50,404
	<b>Subtotal Key Project Personnel</b>	<b>77,895</b>	<b>243,747</b>
	<b>Other Personnel - Hourly undergraduate and doctoral students</b>		
A3-A4	CIBERVets military student coordinator (960 hours total @ \$11.50/hr, TBD)	11,040	
A18-A20	Global Research Collaboratory (350 hrs ED @ \$20/hr, TBD Phd student)	7,000	
Various	Student Assistants (1920 hrs ED, 960 hrs cost match @ \$11.50/hr; TBD)	22,080	11,040
	<b>Subtotal Other Personnel - Hourly undergraduate and doctoral students</b>	<b>40,120</b>	<b>11,040</b>
	<b>Total Personnel</b>	<b>118,015</b>	<b>254,787</b>
<b>2. Fringe Benefits</b>			
	CU Denver Faculty, Full-time: 29.52% (Serapio, Kautt)	12,398	40,163
	CU Denver University Staff, Full-time: 34.60% (Vega, Ellison)	12,420	37,262
	Student Hourly Assistants: 0.53% (TBD)	213	59
	<b>Total Fringe Benefits</b>	<b>25,031</b>	<b>77,484</b>
<b>3. Travel</b>			
	<b>Domestic</b>		
	Directors' Meeting-D.C. (M. Serapio)	1,500	
	Associate/Assistant Directors Meeting-D.C. (N.Vega)	1,500	
	FDIE in AIB annual meeting (TBD)	2,000	
	AIHEC/TCU Meetings (M. Serapio)	2,000	
	ABCD Conference(2 faculty TBD)	1,500	
	PACIBER Conference (M. Serapio)	1,250	750
	<b>Subtotal Domestic Travel</b>	<b>9,750</b>	<b>750</b>
	<b>Foreign</b>		
	China FDIB (J. Chen)	5,000	
	Global E-Commerce Training (1 faculty, TBD)	3,000	
	International Research Conference, China ( 2 faculty, TBD)	6,000	
	<b>Subtotal Foreign Travel</b>	<b>14,000</b>	<b>0</b>
	<b>Total Travel</b>	<b>23,750</b>	<b>750</b>
<b>4. Equipment</b>		N/A	N/A
<b>5. Supplies</b>			
	Project dedicated supplies: binder, paper copies, conference materials	1,500	
	<b>Total Supplies</b>	<b>1,500</b>	<b>0</b>
<b>6. Contractual</b>		N/A	N/A
<b>7. Construction</b>		N/A	N/A
<b>8. Other Direct Costs</b>			
	<b>Evaluation</b>		
	CU Denver Evaluation Center, annual reviews (Service Center Rate)	7,500	2,500
	External Reviewer (G. Ungson)	2,500	

ACTIVITY CODE	Year 3 Project Period: 10/01/2020 - 9/30/2021	Dept. of ED	CU Denver Match
	<b>Subtotal Evaluation Costs</b>	<b>10,000</b>	<b>2,500</b>
	<b>Faculty Grants for Activity Program Development</b>		
A1-A2	Global E-Commerce Specialization		
	2 faculty grants, course enhancement (TBD)	3,000	
A3-A4	CIBERVets and IB career choice program: 2 faculty grants, course enhancement (TBD)	3,000	
A5	Subscription Program: 1 faculty grant, program coordination (TBD)	2,500	
A7	Global HR Learning: 1 faculty grant, course coordination (W. Cascio)	2,500	
A11	Study Abroad and Dual Degree: 1 faculty grant, program coordination (TBD)	2,500	
A12	IE and Internships in One Year MBA course enhancement	1,500	
A13	Interdisciplinary programs: 1 faculty grant, program development (TBD)	2,500	
A14-A15	Foreign Language activities: 2 faculty grants, program coordination and course development(K. Bollard, TBD)	5,000	
A16	Business Language Case Competition: 1 faculty grant, program coordination (M. Long)	2,500	
A17	Global Freshman Experience: 1 faculty grant, course development (TBD)	2,500	
A18-A20	Thriving through Disruption GRC: 2 faculty grants, program development and coordination (J. Karimi, TBD)	10,000	
A21-A24	International Entrepreneurship: 3 faculty grants, research (TBD)	7,500	
A25	Dynamic Casebook: Case development grants	7,500	
A26-A27	Global Competitiveness/Frontier Markets: 2 faculty grants, research (TBD)	5,000	
A28	Innovation in IB Education research: 1 faculty grant, program coordination (TBD)	2,500	
A29	Language for specific purposes research: 2 faculty grant, research (TBD)	5,000	
A34	RMCIber Webcasts: 1 faculty grant, program coordination(TBD)	2,500	
A39	China's Belt and Road Initiative: 1 faculty grant, program coordination (J. Chen)	5,000	
A42	CIBER MSI Consortium: 1 faculty grant, program coordination (TBD)	2,500	
A43-A44	Export Initiatives: 1 faculty grant, program coordination (R. Becker)	2,500	
	<b>Subtotal Faculty Grants</b>	<b>77,500</b>	<b>0</b>
	<b>Other Activity Costs</b>		
A1-A2	Global E-Commerce Specialization International field study and training workshop coordinator	3,500	
A3-A4	CIBERVets and IB career choice: Information Sessions, Transfer Fairs, Networking Events	3,000	
A5	Subscription Program (workshops, coordination/facilitation)		15,000
A8	Increase IB content at community college : 3 courses enhancement grant	4,500	
A9	TCU faculty development scholarships	3,000	
A17	Global Freshman Experience workshop	500	
A18	GRC Workshop Implementation	3,000	
A21	Research Conference co-sponsorship	5,000	
A28	Innovation In IB Education workshop co-sponsorship	3,000	
A31	FDIE Doctoral workshop(AIB meeting)	5,000	
A31	FDIE Doctoral and Junior faculty scholarship ( 5 @ \$400)	2,000	
A34	Webcasts development (media support)	6,000	
A36	Blockchain in Commodities Supply Chain Symposium (co-sponsorship)	5,000	
A38	Colorado Seal of Biliteracy workshop	1,000	
A39	China FDIB scholarships	7,500	2,500
A40	Overseas FDIB scholarships	4,000	2,500
A41	PACIBER Conference co-sponsorship	1,500	
A42	CIBER MSI Consortium	5,000	
A43	Export and Jobs Initiative		
	NADEC Co-sponsorship	500	
	NASBITE Co-sponsorship	500	
	World Trade Day	750	
A44	Export Consulting and Internships		3,000
A45	International Executive Roundtables	2,700	2,500
	<b>Subtotal Other Activity Costs</b>	<b>66,950</b>	<b>25,500</b>
	<b>Total Other Direct Costs</b>	<b>154,450</b>	<b>28,000</b>
<b>9. Total Direct Costs</b>		<b>\$322,746</b>	<b>\$361,021</b>
<b>10. Total Indirect Costs (8% of MTDC per CIBER Program Requirements)</b>		<b>\$25,820</b>	<b>\$28,882</b>
<b>11. Training Stipends</b>		N/A	N/A
<b>12. Total Costs</b>		<b>\$348,566</b>	<b>\$389,903</b>

## CU CIBER PROPOSAL BUDGET YEAR 4

University of Colorado Denver

ACTIVITY CODE	Year 4 Project Period: 10/01/2021 - 9/30/2022	Dept. of ED	CU Denver Match
<b>1. Personnel</b>			
	<b>Key Project Personnel</b>		
	CIBER Program Director: Manuel Serapio		
	60% time, 9mos AY (cost match)		114,816
	66% time, 2 mos Summer	28,066	
	Assistant Director: Nancy Vega		
	100% time, 12 mos. (25% time, 12 mos ED, 75% time, 12 mos. cost match)	19,669	59,008
	Outreach and Internship Director: Missy Kautt		
	40% time, 9 mos. AY (15% time, 9 mos ED, 25% time, 9 mos. cost match)	11,394	18,989
	40% time, 3 mos. Summer (15% time, 3 mos. ED, 25% time, 3 mos. cost match)	3,798	6,330
	Program Manager: Melanie Ellison		
	100% time, 12 mos. (25% time, 12 mos ED, 75% time, 12 mos. cost match)	17,305	51,916
	<b>Subtotal Key Project Personnel</b>	<b>80,232</b>	<b>251,059</b>
	<b>Other Personnel - Hourly undergraduate and doctoral students</b>		
A3-A4	CIBERVets military student coordinator (960 hours total @ \$11.75/hr, TBD)	11,280	
A18-A20	Global Research Collaboratory (350 hrs ED @ \$20/hr, TBD Phd student)	7,000	
Various	Student Assistants (1920 hrs ED, 960 hrs cost match @ \$11.75/hr; TBD)	22,560	11,280
	<b>Subtotal Other Personnel - Hourly undergraduate and doctoral students</b>	<b>40,840</b>	<b>11,280</b>
	<b>Total Personnel</b>	<b>121,072</b>	<b>262,339</b>
<b>2. Fringe Benefits</b>			
	CU Denver Faculty, Full-time: 29.52% (Serapio, Kautt)	12,770	41,368
	CU Denver University Staff, Full-time: 34.60% (Vega, Ellison)	12,793	38,380
	Student Hourly Assistants: 0.53% (TBD)	216	60
	<b>Total Fringe Benefits</b>	<b>25,779</b>	<b>79,808</b>
<b>3. Travel</b>			
	<b>Domestic</b>		
	Directors' Meeting-D.C. (M. Serapio)	1,500	
	Associate/Assistant Directors Meeting-D.C. (N.Vega)	1,500	
	AIHEC/TCU Meetings (M. Serapio)	1,000	
	Business Language Case Competition (3 students and 1 faculty member)	4,000	
	External Evaluator (G. Ungson)	500	
	<b>Subtotal Domestic Travel</b>	<b>8,500</b>	<b>0</b>
	<b>Foreign</b>		
	China FDIB (J. Chen)	4,250	
	PACIBER Conference (M. Serapio)	2,500	1,500
	<b>Subtotal Foreign Travel</b>	<b>6,750</b>	<b>1,500</b>
	<b>Total Travel</b>	<b>15,250</b>	<b>1,500</b>
<b>4. Equipment</b>		N/A	N/A
<b>5. Supplies</b>			
	Project dedicated supplies: binder, paper copies, conference materials	1,500	
	<b>Total Supplies</b>	<b>1,500</b>	<b>0</b>
<b>6. Contractual</b>		N/A	N/A
<b>7. Construction</b>		N/A	N/A
<b>8. Other Direct Costs</b>			
	<b>Evaluation</b>		
	CU Denver Evaluation Center, annual reviews (Service Center Rate)	10,000	2,500
	External Reviewer	2,500	1,000
	<b>Subtotal Evaluation Costs</b>	<b>12,500</b>	<b>3,500</b>
	<b>Faculty Grants for Activity Program Development</b>		

ACTIVITY CODE	Year 4 Project Period: 10/01/2021 - 9/30/2022	Dept. of ED	CU Denver Match
A1-A2	Global E-Commerce Specialization		
	2 faculty grants, course enhancement (TBD)	3,000	
A3-A4	CIBERVets and IB career choice program: 2 faculty grants, course enhancement (TBD)	3,000	
A5	Subscription Program: 1 faculty grant, program coordination (TBD)	2,500	
A6	IB Fellows Program: 1 faculty grant, program coordination (J. Ruhnka)	5,000	
A7	Global HR Learning: 1 faculty grant, course coordination (W. Casio)	2,500	
A10	IB International Affairs Mini School: 1 faculty grant, program coordination (TBD)	2,500	
A11	Study Abroad and Dual Degree (TBD)	2,500	
A12	IE and Internships in One Year MBA course enhancement	1,500	
A13	Interdisciplinary programs: 1 faculty grant, program development (TBD)	2,500	
A14-A15	Foreign Language activities: 1 faculty grant, program coordination (K. Bollard)	2,500	
A16	Business Language Case Competition: 1 faculty grant, program coordination (M. Long)	2,500	
A17	Global Freshman Experience: 2 faculty grants, course development (TBD)	5,000	
A18-A20	Global Research Collaboratory (joint 3- GRC)		
	2 faculty grants, program development and coordination (TBD)	10,000	
	1 faculty grant, program coordination (TBD)	5,000	
A21-A24	International Entrepreneurship: 2 faculty grants, research (TBD)	5,000	
A26-A27	Global Competitiveness/Frontier Markets: 2 faculty grants, research (TBD)	5,000	
A28	Innovation in IB research: 1 faculty grant, program coordination (TBD)	2,500	
A29	Language for specific purposes: 1 faculty grant, research (TBD)	2,500	
A30	IB and IE at CC Research: Publication	1,500	
A32	Denver Start-up week: 1 faculty grant, program coordination (M. Parthasarathy)	2,500	
A39	China's Belt and Road Initiative: 1 faculty grant, program coordination (J. Chen)	5,000	
A42	CIBER MSI Consortium: 1 faculty grant, program coordination (TBD)	2,500	
A43-A44	Export Initiatives: 1 faculty grant, program coordination (TBD)	2,500	
	<b>Subtotal Faculty Grants</b>	<b>79,000</b>	<b>0</b>
	<b>Other Activity Costs</b>		
A1-A2	Global E-Commerce Specialization International field study training workshop coordinator	3,500	
A3-A4	CIBERVets and IB career choice: Information Sessions, Transfer Fairs, Networking Events	3,000	
A5	Subscription Program (workshops, coordination/facilitation)		12,500
A6	IB Fellows Program	7,500	
A8	Increase IB content at Community College: 3 course enhancement Grant	4,500	
A9	TCU faculty development scholarships	4,500	
A10	Mini School co-sponsorship	750	
A17	Global Freshman Experience workshop	500	
A18	GRC Workshop Implementation	3,000	
A31	FDIE Workshop expenses	5,000	
A31	FDIE Doctoral and Junior faculty scholarship ( 5 @ \$400)	2,000	
A35	Silicon Valley conference co-sponsorship	5,000	
A37	Language for Specific Purposes co-sponsorship	500	
A38	Colorado Seal of Biliteracy workshop	1,000	
A39	China FDIB scholarships	5,000	2,500
A40	Overseas FDIB scholarships	5,000	2,500
A40	Overseas FDIB country study( China Belt and Road initiative)	6,000	
A41	PACIBER Conference co-sponsorship	1,500	
A42	CIBER MSI Consortium	5,000	
A43	Export and Jobs Initiative		
A43	NADEC Co-sponsorship	500	
A43	NASBITE Co-sponsorship	500	
A43	World Trade Day	750	
A44	Export Consulting & Internships		3,000
A45	International Executive Roundtables	2,700	2,500
	<b>Subtotal Other Activity Costs</b>	<b>67,700</b>	<b>23,000</b>
	<b>Total Other Direct Costs</b>	<b>159,200</b>	<b>26,500</b>
<b>9. Total Direct Costs</b>		<b>\$322,801</b>	<b>\$370,147</b>
<b>10. Total Indirect Costs (8% of MTDC per CIBER Program Requirements)</b>		<b>\$25,824</b>	<b>\$29,612</b>
<b>11. Training Stipends</b>		N/A	N/A
<b>12. Total Costs</b>		<b>\$348,625</b>	<b>\$399,759</b>

## **CU CIBER PROPOSAL BUDGET**

*University of Colorado Denver*

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### **Budget Justification 2018 – 2022**

#### **FUNDS REQUESTED FROM U.S. DEPARTMENT OF EDUCATION**

**Key Project Personnel:** is comprised of CU faculty and staff working to benefit the grant activities. (See Narrative Section 5 and Attachment VI-1 Resumes). CU CIBER Program Administration/Management are: M. Serapio, PI and CU Denver IIB/CIBER Director, faculty; N. Vega, Assistant Director; Merrily (Missy) Kautt, Outreach and Internship Director; and Melanie Ellison, Manager of Programs and Grant Administration. The following are salary support (for N. Vega and M. Ellison) and summer support (for M. Serapio) requested from the US Dept of Education. Estimates were based off of current base salary by personnel for the specific project committed effort, and the University of Colorado Denver institutionally approved 3% annual inflation factor for salaries was applied to project years 2-4.

Yr1: \$73,424

Yr2: \$75,627

Yr3: \$77,895

Yr4: \$80,232

**Other Personnel:** include hourly and undergraduate students and doctoral students who will assist with the implementation of selected projects. These students are paid on an hourly basis consistent with University of Colorado Denver School of Business standard rates. Hourly undergraduate students get a rate of \$11/hr. with annual increases of \$0.25/hr. Doctoral students receive fixed \$20/hr. rates.

Yr1: \$38,680

Yr2: \$39,400

Yr3: \$40,120

Yr4: \$40,840

**Fringe Benefits:** University of Colorado Denver's institutionally approved fringe benefit rates by employment type were applied. Rates are: 29.52% for full-time faculty with academic appointments (Health Insurance 11.1%, Dental Insurance 0.4%, Life Insurance 0.1%, Disability Insurance 0.2%, OASDI 5.1%, Medicare 1.2%, Optional Retirement Plans 8.9%, PERA 1.6%, Unemployment Compensation Claims 0.1%, Workers' Compensation Insurance 0.2%, Retiree 0.7%); 34.60% for professional exempt (Health Insurance 13.3%, Dental Insurance 0.4%, Life Insurance 0.1%, Disability Insurance 0.2%, OASDI 4.1%, Medicare 1.4%, Optional Retirement Plans 7.0%, PERA 5.8%, Unemployment Compensation Claims 0.1%, Workers' Compensation Insurance 0.2%, Retiree 0.7%, Termination Pay 1.2%); and 0.53% for hourly student assistants (Health Insurance 0.2%, Medicare 0.2%, PERA 0.13%).

Yr1: \$23,559

Yr2: \$24,305

Yr3: \$25,031

Yr4: \$25,779

**Travel:** is comprised of trips for CU CIBER faculty and staff including the annual directors meeting in DC, AIHEC/TCU meetings, conferences and training. Travel is categorized by domestic/foreign travel and include set budget/estimated for each. Also included are two trips to Denver for external faculty evaluator. Travel expenses were estimated using University of Colorado Denver School of Business standard airfare and ground transportation rates, and the suggested per diem rates by the General Services Administration for domestic and the U.S. Department of State for foreign anticipated locations.

Yr1: \$28,750

Yr2: \$22,250

Yr3: \$23,750

Yr4: \$15,250

**Equipment:** none requested

## **CU CIBER PROPOSAL BUDGET**

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*University of Colorado Denver*

**Supplies:** Budget cost of project dedicated supplies, including binder, paper copies, conference materials.

Yr1: \$1500

Yr2: \$1500

Yr3: \$1500

Yr4: \$1500

**Contractual:** none requested

**Construction:** none requested

**Other Costs:** includes evaluator cost, faculty grants for activities, program development, other activities costs, and total indirect costs.

Yr1: \$156,950

Yr2: \$158,700

Yr3: \$154,450

Yr4: \$159,200

**Total Direct Costs:**

Yr1: \$322,903

Yr2: \$321,782

Yr3: \$322,746

Yr4: \$322,801

**Total Indirect Costs:** (are calculated at the program requested 8% MTDC)

Yr1: \$25,832

Yr2: \$25,743

Yr3: \$25,820

Yr4: \$25,824

**Training Stipends:** none requested

**Total Costs:**

Yr1: \$348,734

Yr2: \$347,525

Yr3: \$348,566

Yr4: \$348,625

## CU CIBER PROPOSAL BUDGET

*University of Colorado Denver*

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### MATCH TO BE PROVIDED BY CU DENVER

**Match:** The budget includes a requested match with CU Denver and CU CIBER providing a match as follows

Year	Dept. of ED	CU Denver Match	Ratio ED: CU Denver
Yr1	\$348,734	\$380,810	1:1.09
Yr2	\$347,525	\$388,988	1:1.12
Yr3	\$348,566	\$389,904	1:1.12
Yr4	\$348,625	\$399,759	1:1.15
Total	\$1,393,451	\$1,559,461	1:1.12

**Personnel:** is comprised of CU faculty and staff working to benefit the grant activities. (See Narrative Section 5 and Attachment VI-1 Resumes). CU CIBER Program Administration/Management are: M. Serapio, PI and CU Denver IIB/CIBER Director, faculty; N. Vega, Assistant Director; Merrily (Missy) Kautt, Outreach and Internship Director; and Melanie Ellison, Manager of Programs and Grant Administration. The following are salary support (for N. Vega and M. Ellison) and summer support (for M. Serapio) requested from the US Dept of Education. Estimates were based off of current base salary by personnel for the specific project committed effort, and the University of Colorado Denver institutionally approved 3% annual inflation factor for salaries was applied to project years 2-4.

Yr1: \$229,755

Yr2: \$236,647

Yr3: \$243,747

Yr4: \$251,059

**Other Personnel:** include hourly and undergraduate students and doctoral students who will assist with the implementation of selected projects. These students are paid on an hourly basis consistent with University of Colorado Denver School of Business standard rates. Hourly undergraduate students get a rate of \$11/hr. with annual increases of \$0.25/hr. Doctoral students receive fixed \$20/hr. rates.

Yr1: \$10,560

Yr2: \$10,800

Yr3: \$11,040

Yr4: \$11,280

**Fringe Benefits:** University of Colorado Denver's institutionally approved fringe benefit rates by employment type were applied. Rates are: 29.52% for full-time faculty with academic appointments (Health Insurance 11.1%, Dental Insurance 0.4%, Life Insurance 0.1%, Disability Insurance 0.2%, OASDI 5.1%, Medicare 1.2%, Optional Retirement Plans 8.9%, PERA 1.6%, Unemployment Compensation Claims 0.1%, Workers' Compensation Insurance 0.2%, Retiree 0.7%); 34.60% for professional exempt (Health Insurance 13.3%, Dental Insurance 0.4%, Life Insurance 0.1%, Disability Insurance 0.2%, OASDI 4.1%, Medicare 1.4%, Optional Retirement Plans 7.0%, PERA 5.8%, Unemployment Compensation Claims 0.1%, Workers' Compensation Insurance 0.2%, Retiree 0.7%, Termination Pay 1.2%); and 0.53% for hourly student assistants (Health Insurance 0.2%, Medicare 0.2%, PERA 0.13%).

Yr1: \$73,036

Yr2: \$75,227

Yr3: \$77,485

Yr4: \$79,808

## CU CIBER PROPOSAL BUDGET

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### *University of Colorado Denver*

**Travel:** is comprised of trips for CU CIBER faculty and staff including the annual directors meeting in DC, AIHEC/TCU meetings, conferences and training. Travel is categorized by domestic/foreign travel and include set budget/estimated for each. Also included are two trips to Denver for external faculty evaluator. Travel expenses were estimated using University of Colorado Denver School of Business standard airfare and ground transportation rates, and the suggested per diem rates by the General Services Administration for domestic and the U.S. Department of State for foreign anticipated locations.

Yr1: \$1500

Yr2: \$4500

Yr3: \$750

Yr4: \$1500

**Equipment:** none requested

**Supplies:** are not identified as a match (budget cost of project dedicated supplies, including binder, paper copies, conference materials).

**Contractual:** none requested

**Construction:** none requested

**Other Costs:** includes evaluator cost, faculty grants for activities, program development, other activities costs, and total indirect costs.

Yr1: \$37,750

Yr2: \$33,000

Yr3: \$28,000

Yr4: \$26,500

**Total Direct Costs Match:**

Yr1: \$352,602

Yr2: \$360,174

Yr3: \$361,022

Yr4: \$370,147

**Total Indirect Costs Match:** (are calculated at the program requested 8% MTDC)

Yr1: \$28,208

Yr2: \$28,814

Yr3: \$28,882

Yr4: \$29,612

**Training Stipends:** none requested

**Total Match Costs:**

Yr1: \$380,810

Yr2: \$388,988

Yr3: \$389,904

Yr4: \$399,759